

HEADQUARTERS
UNITED NATIONS COMMAND
UNIT #15259
APO AP 96205-5259

HEADQUARTERS
COMBINED FORCES COMMAND
UNIT #15255
APO AP 96205-5255

HEADQUARTERS
UNITED STATES FORCES, KOREA
UNIT #15237
APO AP 96205-5237

UNC/CFC/USFK Regulation
No. 25-50

10 January 2003

(Effective: 13 January 2003)
Office Management

CORRESPONDENCE AND ADMINISTRATIVE PROCEDURES

SUPPLEMENTATION. Supplementation of this regulation and issuance of command and local forms by subordinate commands is prohibited unless prior approval is obtained from the Commander, USFK (FKCJ), Unit #15237, APO AP 96205-5237.

INTERNAL CONTROL PROVISIONS. This regulation does not contain Management Control Provision.

CONTENTS

	<u>PARAGRAPH</u>	<u>PAGE</u>
CHAPTER 1	GENERAL	
	Purpose.....	1-1
	Objective.....	1-2
	Applicability.....	1-3
	References.....	1-4
	Explanation of Abbreviations and Acronyms.....	1-5
	Responsibilities.....	1-6
CHAPTER 2	COMMAND GROUP OPERATIONS	
	General.....	2-1

*This regulation supersedes UNC/CFC/USFK Memo 25-50, 13 June 1998.

PARAGRAPH PAGE

SECTION I	UNITED NATIONS COMMAND (UNC)/COMBINED FORCES COMMAND (CFC)/UNITED STATES FORCES, KOREA (USFK) STRUCTURE		
	Multi-command.....	2-2	2-1
SECTION II	ORGANIZING INFORMATION FLOW		
	The Role of the Secretary Combined Joint Staff.....	2-3	2-2
	Tasking Process.....	2-4	2-2
	Transfer of a Tasking.....	2-5	2-6
	Suspenses.....	2-6	2-6
	Suspense/Document Control Systems.....	2-7	2-6
	USFK Command Group Policy Numbers.....	2-8	2-7
	Editing Tips.....	2-9	2-7
SECTION III	MEETINGS AND OTHER COMMAND GROUP REQUIREMENTS		
	Joint Staff Update.....	2-10	2-7
	Combined Staff Update	2-11	2-8
	COMMANDER Update (U.S. only).....	2-12	2-8
	Protocol Brief.....	2-13	2-8
	Staff Process Review Meeting.....	2-14	2-8
	Recurring Meetings Calendar Matrix.....	2-15	2-8
	Significant Events Calendar.....	2-16	2-8
	Staff Absences.....	2-17	2-9
	Key Personnel Roster.....	2-18	2-9
	Colonel's Roster.....	2-19	2-9
CHAPTER 3	STAFF GUIDELINES		
	General.....	3-1	3-1
	Coordination.....	3-2	3-1
	Staff Proponent.....	3-3	3-2
	Dual Language Procedures.....	3-4	3-2
	Staffing Procedures.....	3-5	3-2
	Command Group Calendar Schedule Request.....	3-6	3-3
CHAPTER 4	CORRESPONDENCE MANAGEMENT		
	General.....	4-1	4-1
	Memo Pads.....	4-2	4-1
	Staff Summary Sheets	4-3	4-1
	Point/Information Papers.....	4-4	4-7
	Fact Sheets.....	4-5	4-9
	Decision Papers.....	4-6	4-10
	Executive Summary (EXSUM).....	4-7	4-11

	<u>PARAGRAPH</u>	<u>PAGE</u>
Letterhead Stationery.....	4-8	4-11
Command Group Read Ahead.....	4-9	4-12
Messages.....	4-10	4-18
Cable Book.....	4-11	4-26
Correspondence Prepared for the Signature or Approval of Command Group Members.....	4-12	4-26
Signature Blocks for Command Group Members.....	4-13	4-27
Personal Correspondence for Cdr/CofS Release.....	4-14	4-29
CFC Certificate of Appreciation.....	4-15	4-30
3/4 Star Notes.....	4-16	4-32
One Liners.....	4-17	4-32
Procedures for Routing Awards through the Command Group.....	4-18	4-33
Procedures for Submitting Officer (Army) Efficiency Reports, Officer (Air Force) Performance Reports, or Naval/Marine Fitness Reports.....	4-19	4-34
Correspondence to or through SCJS.....	4-20	4-34
CHAPTER 5	GENERAL ADMINISTRATIVE INFORMATION	
Conference Rooms.....	5-1	5-1
Distribution/Mail.....	5-2	5-3
APPENDIXES		
A. References.....		A-1
Glossary.....		Glossary-1

CHAPTER 1

GENERAL

1-1. PURPOSE. This regulation prescribes standardized policies, procedures, and formats for preparing and processing Headquarters (HQ), United Nations Command (UNC)/Republic of Korea - United States (ROK-U.S.) Combined Forces Command (CFC)/United States Forces Korea (USFK) correspondence. It also describes HQ operating procedures and provides administrative guidelines for the staff.

1-2. OBJECTIVE. The objectives of this regulation are to--

a. Provide, to the fullest extent possible, a standard means of administration for combined and joint staff personnel.

b. Reduce the impact of traditionally high staff turnover by providing general administrative information.

c. Reduce HQ unique policies, procedures, and formats, by prescribing the use of U.S. Joint Military and Army publications wherever possible.

1-3. APPLICABILITY. This regulation applies to all HQ, UNC/CFC/USFK subordinate commands and staff elements. All staff elements must use policies, procedures, and formats outlined in this regulation for communications to the Command Group. Component and subordinate commands will use this guidance for documents applicable to this command.

1-4. REFERENCES. Required and related publications are listed in appendix A.

1-5. EXPLANATION OF ABBREVIATIONS AND ACRONYMS. Abbreviations and acronyms used in this regulation are explained in the glossary. Due to the diversity of UNC/CFC/USFK staff elements, the policy within the HQ concerning abbreviations and acronyms will be to always spell out the meaning when it is used the first time in correspondence. The abbreviation or acronym will appear in parenthesis immediately after the spelled-out version. If only used once in the text, do not use the acronym.

1-6. RESPONSIBILITIES.

a. The Secretary Combined Joint Staff (SCJS) has responsibility for establishing HQ policies concerning correspondence and administrative processing procedures.

b. The staff will follow guidance contained in this regulation and assist in updating this information, as appropriate.

CHAPTER 2

COMMAND GROUP OPERATIONS

2-1. GENERAL. This chapter has three sections designed to explain the Command Group (multi-command) structure, how the Command Groups perform the staff oversight function, and what kinds of recurring meetings and documents are required to support the commander. The Commanding Officer of UNC/CFC/USFK has one official title: Commander, UNC/CFC/USFK. The SCJS will answer any questions concerning administrative procedures not fully addressed in this regulation.

SECTION I. UNITED NATIONS COMMAND (UNC)/COMBINED FORCES COMMAND (CFC)/UNITED STATES FORCES, KOREA (USFK) STRUCTURE

2-2. MULTI-COMMAND. HQ, UNC/CFC/USFK contains combined and joint staffs organized under three similar Command Groups. Most actions will fall within the command structure described below.

- a. HQ, UNC Command Group includes offices of the--

UNC (all U.S. personnel)

- (1) Commander.
- (2) Deputy Commander (DCDR).
- (3) Chief of Staff (CofS).
- (4) Deputy Chief of Staff (DCS).
- (5) Command Sergeant Major (CSM).
- (6) SCJS (provides executive services for UNC Command Group activities).

- b. HQ, CFC Command Group is part of the combined or "C" staff and includes offices of the--

ROK-U.S. CFC

- (1) Commander. (**NOTE:** Position is a U.S. officer.)
- (2) DCDR. (**NOTE:** Position is a ROK officer.)
- (3) CofS. (**NOTE:** Position is a U.S. officer.)
- (4) DCS. (**NOTE:** Position is a ROK officer.)
- (5) CSM.
- (6) SCJS (provides executive services for CFC Command Group activities).

- c. HQ, USFK Command Group is part of the Joint or "J" staff (all U.S.) and includes offices of the--

USFK Command Group (all U.S. personnel)

- (1) Commander.
- (2) DCDR.
- (3) CofS.

- (4) DCS.
- (5) Assistant Deputy Chief of Staff (ADCS).
- (6) CSM.
- (7) SCJS (provides executive services for USFK Command Group activities).

d. Delegation of signature authority. The staff principals authorized command signature authority (i.e., FOR THE COMMANDER:) are: DCDR, CofS, DCS, ADCS, and the Adjutant General, for the purpose of issuing official orders, and C/J3 for exercise tasking and directives. All staff principals may correspond on technical subjects within their own staff channels without using the FOR THE COMMANDER line.

e. Font styles.

(1) Commander's correspondence. All correspondence prepared for the Commander will be prepared in Arial, font size 12, and **Bold** style print.

(2) All other correspondence for the Command Group will be prepared in Arial, font size 12.

(3) Smaller fonts may be used in order to reduce the document to one page. However, use no smaller than size 10.

(4) For briefings in a PowerPoint presentation, use Arial font, largest reasonable size.

f. Unit numbers will not be included in the address on correspondence to specific individuals, such as letters of appreciation.

SECTION II. ORGANIZING INFORMATION FLOW

2-3. THE ROLE OF THE SECRETARY COMBINED JOINT STAFF. The primary role of the SCJS is to organize the flow of information within the HQ in direct support of the Command Group. The goals of the SCJS are to--

- a. Ensure that Command Group guidance, tasking, and information reach the appropriate level, and responses are monitored as required.
- b. Ensure that the Command is kept informed of schedule changes and emergent requirements.
- c. Manage the flow of correspondence to the members of the Command Group.

2-4. TASKING PROCESS. Command group members assign functions; ask questions, etc via taskers to the various directorates.

a. Formal tasking. SCJS assigns formal taskings a tracking number and suspense date using the THQ Form 4011 (Secretary Combined Joint Staff Tasker).

(1) Taskings directly from the USFK CofS acting in the capacity of the Commanding General, 8th United States Army will be routed through 8th Army Secretary of the General Staff (SGS), and will not be routed through SCJS.

(2) Figure 2-1a is an example of a tasker. Below is an explanation of each section.

1 Denotes staff that originated Tasker.

2 Suspense Date is date desired staff action is due to SCJS Admin.

3 From: Office that originated Tasker.

4 Date/Time Tasker written.

5 Tasker Subject.

6 Tasker tracking number. All Command Group offices use this tracking number.

7 Staff Action Control Officer (SACO) assigned.

8 Security Classification.

9 OPR-Office of Primary Responsibility. Responsible for tasked action and any coordination to produce this action.

10 OCR-Office of Coordinating Responsibility. Communicates and coordinates with OPR to produce the desired action.

11 Info-Information. Will be informed of progress and actions taken to complete Tasker.

12 Desired action to complete Tasker.

13 Explanation of Tasker, desired action, additional information to assist in completing Tasker.

SECRETARY COMBINED JOINT STAFF TASKER

(UNC/CFC/USFK REG 25-50)

☐ UNC ☐ CFC ☒ 1 X USFK☒ 2 Suspense Date: 4 Sept 02

From: ☒ 3 COMMANDER Date: ☒ 4 16 Aug 00
 Time: 1237 hrs
 Subject: ☒ 5 C4I Survivability

TASKER #:
☒ 6 003321

SACO NAME/PHONE NO:
 SCJS - 723-5226 / 7 / 725-6042 ☒ 7 CDR Clites

SECURITY CLASSIFICATION
☒ 8 UNCLAS

<input checked="" type="checkbox"/> 9 <input checked="" type="checkbox"/> 10 <input checked="" type="checkbox"/> 11											
AGENCY	OPR	OCR	INFO	AGENCY	OPR	OCR	INFO	AGENCY	OPR	OCR	INFO
DCDR				FKSF Safety				UNCMAC-LAG			
COFS				FKSL Special LNO				UNCMAC-SM			
DCOFS				FED Eng Far East District				UNCMAC-K			
ADCOFS				JUSMAG-K (MK)				UNCMAC			
COFSM				TRANSCOM LNO				CDR UNCOFSB			
CG Eighth Army											
CDR CNEK											
CDR USAFK											
CDR MARFOR											
CDR SOCKOR											
J1				CFC				OTHER			
J2				DCOMMANDER				SACO			
J3			X	CFCOFS				Eighth Army CofS			
J4				CEDS				Eighth Army SGS			
J5				ACC				Eighth Army IG			
J6	XX			CMEC				Vice CDR 7 th AF			
FKAG Adjutant				GCC				CG 2nd ID			
FKAQ				NCC				CG 19 th TSC			
FKCJ Secretary				CUWTF				CDR 51 st Figurehtr Wing			
FKCH Chaplain				C1				CDR 1 st SIG BDE			
FKCIG Initiatives				C2				CDR 8 th MP BDE			
FKCC-SW				C3				CDR 8 th PERSCOM			
FKCOFS-EO				C4				CDR 17 th AVN BDE			
FKCOFS-SO				C5				CDR 18 th MEDCOM			
FKCOFS-IR				C6				CDR 34 th SPT GP			
FKDC-SA SOFA				CFEN				CDR 175 th FINCOM			
FKEN Engineer				CFHQ				CDR USA TROOP CMD			
FKFC Finance				CFJA							
FKJA Jude											
FKPA Public				CFCIG							
FKPM Provost											
FKRM Resource											

☐ Memorandum ☐ Executive Summary ☐ Information Paper ☒ Position Paper ☐ Decision Paper ☒ Message ☒ 12

☐ Prepare Briefing ☒ Schedule Briefing ☐ Read Ahead... Event Date _____ ☒ E-Mail ☒ X Other SMP

REMARKS: ☒ 13

See attached COMMANDER XO Note & COMMANDER Note Internal

THQ FORM
1 AUG 00

4011

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE

Figure 2-1a. UNC/CFC/USFK Secretary Combined Joint Staff Tasker-Example.

SECRETARY COMBINED JOINT STAFF TASKER

(UNC/CFC/USFK REG 25-50)

☐ UNC ☐ CFC ☐ USFK

Suspense Date: _____

From: _____ Date: _____
Time: _____ hrs

Subject: _____

TASKER #:

SACO NAME/PHONE NO:
SCJS - 723-5226 / 7 / 725-6042

SECURITY CLASSIFICATION

AGENCY	OPR	OCR	INFO	AGENCY	OPR	OCR	INFO	AGENCY	OPR	OCR	INFO
DCCR				FKSF Safety				UNCMAC-LAG			
COFS				FKSL Special LNO				UNCMAC-SM			
DCOFS				FED Eng Far East District				UNCMAC-K			
ADCOFS				JUSMAG-K (MK)				UNCMAC			
COFSM				TRANSCOM LNO				CDR UNCOFSB			
CG Eighth Army											
CDR CNFK											
CDR USAFK											
CDR MAREFOR-K											
CDR SOCKOR											
J1				CFC				OTHER			
J2				DCOMMANDER				SACO			
J3				CFCOFS				Eighth Army CofS			
J4				CFDS				Eighth Army SGS			
J5				ACC				Eighth Army IG			
J6				CMFC				Vice CDR 7 th AF			
FKAG Adjutant				GCC				CG 2nd ID			
FKAQ Acquisition				NCC				CG 19 th TSC			
FKCJ Secretary CJ				CUWTF				CDR 51 st Figurehater Wing			
FKCH Chaplain				C1				CDR 1 st SIG BDE			
FKCIG Initiatives				C2				CDR 8 th MP BDE			
FKCC-SW Speech				C3				CDR 8 th PERSCOM			
FKCOFS-EO				C4				CDR 17 th AVN BDE			
FKCOFS-SO				C5				CDR 18 th MEDCOM			
FKCOFS-IR Internal				C6				CDR 34 th SPT GP			
FKDC-SA SOFA				CFEN				CDR 175 th FINCOM			
FKEN Engineer				CFHQ				CDR USA TROOP CMD			
FKFC Finance				CFJA							
FKJA Jude											
FKPA Public Affairs				CFCIG							
FKPM Provost											
FKRM Resource											

☐ Memorandum ☐ Executive Summary ☐ Information Paper ☐ Position Paper ☐ Decision Paper ☐ Message

☐ Prepare Briefing ☐ Schedule Briefing ☐ Read Ahead... Event Date _____ ☐ E-Mail ☐ Other _____

REMARKS:

Figure 2-1b. UNC/CFC/USFK Secretary Combined Joint Staff Tasker-Blank (Continued).

b. Informal taskings. Command group members will occasionally request information or direct an action while in a meeting or during visits to the staff. These verbal directions, or informal taskings, are considered taskings, and if appropriate, are entered into the formal system.

c. Blue Note. Occasionally the COMMANDER (or his office) will ask a question or request information via a "Blue Note". These are taskings and should be routed to SCJS for formal tasking.

d. Red Note. The CofS (or his office) will ask a question or request information via a "Red Note". These are taskings and should be routed to SCJS for formal tasking.

2-5. TRANSFER OF A TASKING. To transfer a tasking to another staff section, coordination must be made with the SCJS Staff Action Control Officer (SACO) identified on the THQ Form 4011. If the staff section that should be responsible for the tasking is known, then make coordination with the staff section prior to returning the tasking to SCJS. The SCJS SACO will coordinate with the appropriate Command Group office to task a different organization or staff section. When two staff sections agree on the transfer, that information should also be provided to the SCJS SACO, along with the names of the agreeing officials and their telephone numbers. Once a tasking is transferred (i.e., accepted by a staff section), a revised tasking will be written to formalize the transferred tasking.

2-6. SUSPENSES. Command group members establish suspenses to regulate the priority of work. Higher HQ may also establish suspenses that change staff priorities. All directorates should meet all possible suspenses. If it is anticipated that the suspense will not be met, the action officer will request an extension.

a. To extend a higher HQ suspense, first contact the originator, and then advise the SCJS SACO of the new suspense date.

b. To extend Command Group suspenses, contact a SACO within the SCJS. Action officers need to coordinate any extensions through their own staff.

c. Interim replies are highly encouraged at the time extensions are requested.

d. If a verbal response or direct communiqué to a Command Group member satisfies a suspense, the action officer will notify the SACO in the SCJS to clear the suspense from the system. The PRIORITY entry indicates the level at which the tasking can be closed. Priority A requires a fully staffed response to the CofS/COMMANDER. Priority B requires hardcopy/verbal response/email (as appropriate) to the DCS. Priority C requires hardcopy/verbal response/email (as appropriate) to the ADCS. Regardless, all responses will be routed through the appropriate SCJS SACO. This is essential for tracking and control purposes.

2-7. SUSPENSE/DOCUMENT CONTROL SYSTEMS. The SCJS has established a database system to track the status of suspenses and documents. The administrative office (SCJS-A) maintains the Staff Action Tracking Systems (SATS) database for suspense tracking and document control. Its two functions are--

a. Suspense tracking. Input to the suspense database is accomplished by SCJS-A, utilizing a THQ Form 4011 (Figure 2-1b). Output from the SATS is organized in the report format shown in Figure 2-2. Every Thursday afternoon, a weekly report of pending suspense actions is prepared by the SCJS and forwarded to all staff agencies with active taskers. Each staff section should use the report to manage their suspenses. Notify the SCJS SACO of any discrepancies.

Taskers Open for ALL SACO's

Tasker ID	Suspense Date	Priority	OPR	Subject	Date Sent	Type Document	SACO	Late
003346	29-Aug-00	A	CNFK	Visit Blue Ridge	18-Aug-00	Read Ahead	Pea	No
000369	30-Aug-00	A	34 SG	Contract landscape	05-Jul-00	Blue Note	Nut	No
003321	07-Sep-00	B	FKJ6	C4I Survivability	28-Aug-00	Other	Butter	No

Figure 2-2. Staff Action Tracking System Suspense Output.

b. Document control. Every document received in the SCJS is assigned a control number. The document is tracked each step from the time it is received in SCJS until the Command Group completes the action, and the document is returned to the originating office.

2-8. USFK COMMAND GROUP POLICY NUMBER. SCJS Administrative Office has the responsibility for assigning numbers to USFK command policy letters. All organizations or directorates will notify SCJS Administrative Office prior to forwarding letters to the Command Group and staff principals for signature. Upon notification, SCJS Administrative Office will issue a number for each letter submitted.

2-9. EDITING TIPS.

a. Review your work to ensure proper format, grammar, spelling, tone, length and that the product answers all possible questions. In doing this, remember the 6 Ws' - Who, What, When, Where, Why, and How (as in how much money is required?). Ask, "Would someone from another service understand this?" This process continues with the recommendation of having a peer review your work before forwarding to your supervisor.

b. Another part of the editing process is to ensure completeness, such as all coordination complete. Coordinate your package with all directorates involved before forwarding. For example, if it involves money, coordinate with Resource Management. If someone is to receive something, such as transportation, meals, etc, coordinate with Staff Judge Advocate office (Legal).

SECTION III. MEETINGS AND OTHER COMMAND GROUP REQUIREMENTS

Personnel will be seated NLT 10 minutes prior to the stated start time for the meeting at all meetings that the COMMANDER, DCDR, CofS, or DCS host.

2-10. JOINT STAFF UPDATES. On Mondays, (0745 hours) there is a USFK Staff Update headed by the CofS. The intent of the meeting is for the staff to provide CofS with updates of their near-term initiatives.

2-11. COMBINED STAFF UPDATE. These updates are normally held each Tuesday morning at 0830. The update is normally hosted by the CofS and attended by the staff principal from each CFC staff element.

2-12. COMMANDER UPDATE (US only). On Tuesday mornings, this U.S. only meeting is at 0900 hours and is chaired by the COMMANDER. The intent of the meeting is for the staff to provide the COMMANDER with updates of their near-term initiatives.

2-13. PROTOCOL BRIEF. This is a weekly meeting provided to the COMMANDER and may be attended by select staff principals. The SCJS Protocol Branch briefs the COMMANDER and select others on the status of upcoming distinguished visitors (DV) to the peninsula. Command and Command Group involvement is discussed. The meeting is normally held on Tuesday for the CofS and DCS, and Wednesday for the COMMANDER.

2-14. STAFF PROCESS REVIEW MEETING. This meeting is headed by the ADCS with command, deputies and/or staff executive officers (XOs). The purpose is to review the significant events calendar and to synchronize the administrative procedures, pass Command Group policy and/or guidance and receive recommendations or input from XOs. Notices will be sent out prior to each meeting announcing time, location, and agenda. This meeting will normally be held every Friday. XOs are expected to share distributed information with their action officers and secretaries.

2-15. RECURRING MEETINGS CALENDAR MATRIX. The matrix below (Figure 2-3) outlines the recurring meetings within CFC/USFK.

Monday	Tuesday	Wednesday	Thursday	Friday
0745: USFK Update/CofS (CR215)	0830: CFC Staff Updates CofS (CR215) 0900-1030 COMMANDER Update/ COMMANDER (CR215) Protocol Brief for CofS/DCS	Protocol Brief for CDR		0830-0930 Staff Coordination Meeting/ADCS (CR215) 0945-1000 C2/C3 Update (CIOC)

Figure 2-3. CFC/USFK Recurring Meetings.

2-16. SIGNIFICANT EVENTS CALENDARS. In order to minimize conflicting schedules, staff elements are required to coordinate and input events affecting the command with the SCJS as a part of their normal planning process. The SCJS generates and distributes a three-month planning calendar every Monday during the USFK Update to all staff principals. A calendar of significant events is presented at the CofS Update.

2-17. STAFF ABSENCES. The SCJS tracks the absences of UNC/CFC/USFK staff principals and general officers. Projected absences (on leave or temporary duty) will be reported to the SCJS immediately when known and will include the name of a representative who will act in the principal's absence. Staff principals traveling to Washington, DC, will notify the USFK Liaison Officer, commercial phone (703) 614-3475 or DSN 224-3475, upon arrival. This will assist the liaison officer in contacting the staff principal should it become necessary.

2-18. KEY PERSONNEL ROSTER. The Protocol Branch prepares a "FOR OFFICIAL USE ONLY," quarterly key personnel roster compiled from Korea-wide sources. Contact the Protocol Branch Secretary (723-3315) to request information and to provide updates. Updates will be requested prior to publishing.

2-19. COLONELS' ROSTER. The secretary to the SCJS maintains and updates the Korea-wide Colonel's Roster (includes all GM/GS-15's, U.S. O-5's selected for promotion and above). The information on this roster is covered by the Privacy Act of 1993 and is safeguarded under "FOR OFFICIAL USE ONLY" with limited distribution. Agency deputies and XO's are required to provide changes to the secretary of the SCJS as they occur, in the format shown in Figure 2-4. **The Colonels' Roster will be published and distributed the first week of each quarter. Changes will be submitted no later than the Monday of the last week of the quarter.**

**Secretary Combined Joint Staff
(UNC/CFC/USFK)**

Request each staff complete the following information on all U.S. LTC(P) & above and GM/GS15 & above assigned or attached, and return to SCJS, Attn: Susie (Tele: 725-7905/FAX: 725-9231/E-mail Add: susie@usfk.korea.army.mil).

RANK W/NAME:

PREDECESSOR'S NAME:

DATE OF LAST EVALUATION (OER/OPR/NFR/PES):

NICKNAME:

DOB (MMM/DD):

POSITION:

E-MAIL ADD:

SERVICE:

ARRIVAL DATE (MMM/DD/YY):

DEROS (MMM/DD/YY):

DOR (MMM/DD/YY):

OFC TELE#:

QTRS TELE#:

OFC FAX#:

MAILING ADD (OFFICIAL):

QTRS BLDG#:

IF YOUR FAMILY IS IN KOREA, FILL OUT FOLLOWING INFORMATION:

SPOUSE NAME:

SPOUSE NICKNAME:

SPOUSE DOB (MMM/DD):

ANNIVERSARY (MMM/DD):

NUMBER OF CHILDREN:

*Note: Please complete as much information as known concerning your replacement if applicable.

PRIVACY ACT OF 1985

THIS INFORMATION IS FOR INTERNAL USE BY INDIVIDUALS HAVING A NEED TO KNOW. PERSONAL INFORMATION CONTAINED HEREIN WILL NOT BE DISCLOSED TO OUTSIDE SOURCES WITHOUT PERMISSION OF THE INDIVIDUAL CONCERNED. THIS INFORMATION WILL BE SAFEGUARDED IN ACCORDANCE WITH PARA 4-4, AR 340-21.

Figure 2-4. Colonel's Roster.

CHAPTER 3

STAFF GUIDELINES

3-1. GENERAL. This chapter defines staff administrative procedures and outlines specific requirements to support the COMMANDER and Command Groups. The chapter also provides the standard for processing actions among the staff and to the Command Groups.

3-2. COORDINATION. Coordination is an essential part of all staff actions. Coordination ensures sound recommendations are provided to decision-makers and keeps the staff fully informed. Budgetary, legal, or administrative impact must be considered by all agencies that have collateral interest. Coordination is documented on the appropriate command Staff Summary Sheet (SSS). See paragraph 4-3 and Figure 4-1 for SSS instructions and example.

a. Minimum requirements.

(1) The staff principal or designated representative will coordinate with other staff sections or directorates as required on all staff actions sent to the Command Group.

(2) The SSS must contain at least three paragraphs in the following order: RECOMMENDATION, DISCUSSION, and RESOURCE IMPACT.

(3) Internal (within staff elements) coordination is not included on actions forwarded to the Command Group. In other words, do not show the coordination that has occurred within your staff section on the SSS.

(4) **Failure by a staff section to respond to coordination cannot be construed as concurrence.** Coordinating staff element(s) should elevate a lack of response by coordinating staff element(s) to the staff principal for resolution.

b. The following three coordination options are available: "concur", "concur with comment", and "nonconcur".

(1) Concurrence. "Concur" indicates that the coordinating office fully agrees with the recommended action or the substance of the information.

(2) Concur with comment. "Concur with comment" allows the staff to address administrative details or make other minor suggestions. The originator of the SSS is responsible to respond to any comments that have been submitted. The SSS package must specify whether the comments were incorporated or not. If comments were not incorporated, the rationale as to why the comments were not incorporated needs to be stated. Statement of comment incorporation or rationale can be included in the SSS itself or in the tab containing the "concur with comment" supporting materials.

(3) Nonconcurrence. "Nonconcur" indicates the coordinating office disagrees with all or part of the proposed action because of some specific adverse impact. A nonconcurrence requires--

(a) The staff principal to provide a statement of nonconcurrency to the originator. Each nonconcurrency will be placed at separate tabs.

(b) The originator will address any or all nonconcurrences prior to forwarding to the SCJS. This may be accomplished by making a statement on the SSS stating that the nonconcurrency(s) was accepted or that it was not incorporated because (state reason). However, if the nonconcurrency was not incorporated, explain the justification/rationale, and place the justification/rationale for not incorporating the nonconcurrency at the same tab as the nonconcurrency.

(c) All staff coordination supporting materials must be included in the SSS or in a tab(s). All concur supporting materials, all concur with comments supporting materials (with your statement of comment incorporation), and each nonconcurrency must be placed in separate tabs.

3-3. STAFF PROPONENT. Understanding who does what is critical in this multi-command HQ. Part I, Organizations and Functions Manual, Joint Manpower Program, HQ UNC/CFC, and Part I, Organizations and Functions Manual, Joint Manpower Program, HQ USFK, address staff functions and identify the responsible staff element for specific issues.

3-4. DUAL LANGUAGE PROCEDURES. The CFC official languages are Hangul (Korean) and English. **Therefore, when documents or staff actions require coordination or approval within CFC, dual language procedures apply.** The following general information is provided:

a. Permanent documents, publications, plans, and orders will be prepared in a page-by-page format, with Hangul and English on facing pages. UNC/CFC/USFK Regulation 25-50 is prepared in the page-by-page format.

b. Shorter correspondence, such as SSS(s) or staff actions routed to the CFC Command Group, will use an alternating lines/paragraphs format, in other words, alternating lines of English with Hangul directly beneath.

c. Messages will be prepared in separate identical Hangul and English versions.

3-5. STAFFING PROCEDURES.

a. All documents sent to the Command Group will be routed through SCJS according to the HQ identified by the SSS, Read Ahead or based on the final recipient's duty position. For example, if a document is sent to the COMMANDER as the Commander, USFK, the document will not be routed through any ROK members of the Command Group. Normally, documents will not be routed through the CSM unless they impact on soldier issues. (Refer to paragraph 2-2).

b. SCJS assigns, routes, controls, and tracks Taskers to the appropriate directorate for action. The assigned directorate is responsible for forwarding the tasker to the appropriate division for action. Upon receipt of a tasker, the action officer (AO) immediately reports name and telephone number to assigned SCJS SACO. AO also determines what action is required and if the suspense date can be met. If it cannot, the AO contacts the SACO for extension. The AO will coordinate all intra-agency actions, collect the required data, and resolve nonconcurrences if possible. If the

nonconcurrence(s) are irresolvable, a consideration of the nonconcurrence will be prepared and forwarded with the nonconcurrence as part of the package. AO will prepare the final package and forward for approval to the directorate. The principal staff officer for the directorate approves and returns the package to SCJS Admin. SACO will route to appropriate offices.

3-6. COMMAND GROUP CALENDAR SCHEDULE REQUEST.

a. When requesting that an event be placed on one of the Command Group's calendar, a Command Group Calendar Schedule Request Form, Figure 3-1, will be filled out and submitted to SCJS. Requests for offices calls with the COMMANDER will be turned in to the CofS for review prior to submission to the COMMANDER's office. The AO will provide a Read Ahead at least five working days prior to the briefing. The directorate/AO will also ensure that the appropriate room is scheduled, that arrangements are made for audio-visual equipment and operators, that the brief is properly rehearsed, and that all handouts are prepared and in the case of classified materials, collected after the brief. Figure 3-1 contains instructions, an example and a blank form.

b. When scheduling the following conference rooms contact the listed POC.

(1) Conference Room 215 (CR215) - SCJS Operations (723-6775/9931).

(2) Combined Battle Staff briefing room (CBS) - J3 Briefing Branch (723-7058/6153).

(3) J5 Conference Room - J5 Admin (725-6411/5121).

(4) J2 SCIF (classified SI/2-screen JWICS VTC briefings only) - J2 Theater Dissemination Branch (723-8199).

(5) COMMANDER's Conference Room in the SCIF (classified SI/1-screen JWICS VTC briefings only) - J2 Theater Dissemination Branch (723-8199).

(6) Combined Intelligence Operations Center (collateral briefings only) (CIOC) - J2 Theater Dissemination Branch (723-8199).

(7) Eighth Army Conference Rooms - Contact Eighth Army SGS for use (723-5033).

<<Office Symbol>>

<<Date>>

MEMORANDUM THRU Secretary Combined Joint Staff

FOR COMMANDER / CofS Scheduler (circle one)

SUBJECT: Calendar Schedule Request (With Instructions)

1. Event: Type of Event, Office Call, Briefing, Ceremony, Terrain Walk
2. Purpose of Event: Why the event must be scheduled.
3. Primary Date/Time Requested: Alternate Date/Time:
4. Location:
5. Schedule Prior to Date: General information that will allow the scheduler to meet the requirement.
6. Known Conflicts / Options: Other events that are known to conflict with the date/time requested. Provide if possible options for decision. (possible replacement speaker)
7. Attendees: Command Group participants, primary staff, key personnel / visitors.
8. Uniform:
9. Special Requirements: Is the COMMANDER / CofS required to speak or provide short comments? Is a presentation occurring, if so what type, award, picture, plaque, etc? Is it appropriate for the COMMANDER / CofS to present a gift or is a gift being presented to the Command?
9. Requesting Organization:
10. POC/Phone:

<< Signature Block>>

Figure 3-1a. Memorandum Calendar Schedule Request – Instructions.

<<Office Symbol>	<<Date>>
MEMORANDUM THRU Secretary Combined Joint Staff	
FOR Requesting Organization	
SUBJECT: Calendar Schedule Request Reply (With Instructions)	
<u>Scheduled</u> (Time/Date/Location) or <u>Not Scheduled</u> (Reason):	
<<Signature Block>>	

Figure 3-1b. Memorandum Calendar Schedule Request Reply - Instructions.

USFK/FKDC

1 August 2000

MEMORANDUM THRU Secretary Combined Joint Staff

FOR COMMANDER Scheduler

SUBJECT: Calendar Schedule Request (Example)

1. Event: Office Call with Gen Patrick K. Gamble, Commander, Pacific Air Forces
2. Purpose of Event: Courtesy call
3. Primary Date/Time Requested: 1 Sep 0900 Alternate Date/Time: 3 Sep 1100
4. Location: COMMANDER's Office
5. Schedule Prior to Date: Gen Gamble will be on peninsula 1-3 Sep. He will depart on the 3rd at 1500 hrs and is currently scheduled to have an office call with the Ambassador on the 1st at 1100.
6. Known Conflicts / Options: COMMANDER is scheduled to conduct a 7th Corps terrain walk on 1 Sep 00. Option is LtGen Heflebower conduct office call.
7. Attendees: Gen Gamble, LtGen Heflebower, and MajGen Dunn
8. Uniform: Duty
9. Special Requirements: UNC/CFC/USFK gift. No gift is scheduled to be presented to the COMMANDER. The COMMANDER (General Tilelli) presented an Eagle Head on 12 Jul 99 during a previous visit.
10. Requesting Organization: 7th Air Force
11. POC/Phone: Colonel Bill Foote, 725-5555

Bill Foote
Colonel, AF
Executive Officer, DCDR

Figure 3-1c. Memorandum Calendar Schedule Request – Example.

FKCC

2 August 00

MEMORANDUM THRU Secretary Combined Joint Staff

FOR Executive Officer DCDR, USFK/FKDC

SUBJECT: Calendar Schedule Request Reply (Example)

Scheduled 0900 1 Sep 00, COMMANDER's Office:

LINDA HARMON
COMMANDER Scheduler

Figure 3-1d. Memorandum Calendar Schedule Request Reply – Example.

<<Office Symbol>>

<<Date>>

MEMORANDUM THRU Secretary Combined Joint Staff

FOR COMMANDER / CofS Scheduler (circle one)

SUBJECT: Calendar Schedule Request (Blank Form)

1. Event:
2. Purpose of Event:
3. Primary Date/Time Requested: Alternate Date/Time:
4. Location:
5. Schedule Prior to Date:
6. Known Conflicts / Options:
7. Attendees:
8. Uniform:
9. Special Requirements:
10. Requesting Organization:
11. POC/Phone:

<< Signature Block>>

Figure 3-1e. Memorandum Calendar Schedule Request – Blank Form.

Office Symbol	<<Date>>
THRU Secretary Combined Joint Staff	
FOR	
SUBJECT: Calendar Schedule Request (Blank Form)	
<u>Scheduled</u> (Time/Date/Location) or <u>Not Scheduled</u> (Reason):	
<<Signature Block>>	

Figure 3-1f. Memorandum Calendar Schedule Request Reply – Blank Form.

CHAPTER 4

CORRESPONDENCE MANAGEMENT

4-1. GENERAL. This chapter describes and explains the purpose and preparation of UNC/CFC/USFK-unique correspondence. (Refer to AR 25-50 for basic guidance on correspondence management.)

4-2. MEMO PADS. Government-furnished memo pads will be used within the HQ only. Handwritten notes may be used in correspondence and are encouraged as an attachment to documents, such as SSSs or memorandums, from principal staff members to the Command Group. Consult Eighth United States Army, ACoS, Information Mgt, PRM or your admin section for guidance on obtaining memo pads.

4-3. STAFF SUMMARY SHEETS.

a. Staff Summary Sheets (SSS's) are required to forward a document to the Command Group for action (signature, approval, or information). SSS's may also be used within staff sections as directed by staff principals. (See Figure 4-1.) All staff actions forwarded to the Command Group require SSS's except Executive Summaries (EXSUM), Point Papers, and Read Aheads.

b. Use the following SSS's when submitting actions to the Command Group:

- (1) UNC: UNC Form 108 (blue) (if available).
- (2) CFC: CFC Form 108 (yellow) (if available).
- (3) USFK: USFK Form 108 (white).

c. The ideal staff action package permits the reader to reach a conclusion by reviewing only the SSS and the proposed implementing document. When used as transmittal documents, SSS's must state the purpose or requirement being addressed, pertinent background information, and essential rationale for the proposed recommendation. Present this information as concisely as possible. It should not be necessary to read each reference to understand the scope of the problem and the proposed recommendation. The text section should not repeat the information found in the proposed implementing document; **present only that information which is essential for clarity**. References cited will be attached to the SSS. If necessary, continue the SSS on plain bond paper. Figure 4-2 contains assembly instructions for correspondence packages.

d. Follow the following instructions when completing the SSS:

(1) The SSS will reflect coordination from all interested agencies outside the OPR staff section. This information is entered in the coordination blocks; if there is insufficient space in the coordination block to reflect all coordination, enter in the last line "see continuation page" (see paragraph 4-3f) and add a second SSS, placing it behind page one.

(2) If a new local regulation or the publication of a change to an existing regulation is being proposed, include a summary of proposed changes as well as a copy of the existing regulation in the staff action. These procedures also apply to supplements. The basic regulation, in addition to the existing supplement(s), must be attached. On the copy of the existing regulation, a highlighter may be used to point out where changes are proposed and the AO may neatly write in the change.

(3) Suspense date: This block is left blank unless a higher headquarters has imposed a suspense date, then enter that suspense date.

(4) All enclosures to summary sheets will be called tabs. Briefly summarize all tabs in the summary sheet. Documents referred to in the discussion that are placed at a tab will cite their location. For example, see tab A or (Tab A).

(5) TAB X. The correspondence to be signed or approved. DA labels 116 (Signature or Initials Marker) will not be used. If there is more than one document for signature, use Tab X, X1, X2, etc. The X tabs will be placed at the lower portion of the page and ascend numerically.

(6) TAB A. Will be the tasking or basic document causing the action. Place Tab A at the top of the page with the remaining tabs in descending order.

(7) TAB B and on. Beginning with Tab B, the tabs will generally contain technical or substantiating information. Tabs B, etc., will be listed in the order they are discussed on the summary sheet.

(8) If space permits you may address changes, additions, or deletions in the discussion paragraph. You may address concurrence with comments or acceptance of nonconcurrences.

(9) Classification authority and downgrading instructions are required on the SSS when classified information is included. Include "Classified By, Reason, and Declassify on" or "Derived From, Declassify On, and Date of Source." This is **REQUIRED** when classified information is in either the SSS or enclosures.

(10) All enclosures must be individually tabbed and be identified in the SSS narrative and/or listed. Specific guidance on labeling and assembly is shown in Figure 4-2. Results of staff coordination may be shown at tabs when concurrent staffing procedures are used, and all nonconcurrences/consideration of nonconcurrences will be clearly identified and tabbed.

USFK STAFF SUMMARY SHEET (UNC/CFC/USFK REG 25-50)						SCJS LOG NO:			
						COMMAND GROUP COORDINATION			
NO.	TO	ACTION	CONCUR	NON-CONCUR	SIGNATURE (SURNAME), GRADE & DATE	NO.	TO	ACTION	SIGNATURE (SURNAME) & DATE
1									
2							DCDR		
3							CS		
4							DCS		
5							ADCS		
6							CSM		
7							SCJS		
8							SACO		
9									
10									
11						REMARKS:			
12									
STAFF / ORGANIZATION Staff originating the SSS					ACTION OFFICER Staff/Org. POC		PHONE NO.	SUSPENSE DATE Assigned in tasker	PREPARED DATE:
SUBJECT: Commander statement of the subject									
PURPOSE: Statement of what outcome you are looking for									
<p>1. RECOMMENDATION Recommendation and purpose will be stated concise and shortly. For example, don't say, "to obtain the COMMANDER's signature on a document", but state "to obtain the COMMANDER's approval of _____."</p> <p>2. DISCUSSION: Discussion paragraph will be used to provide enough background information so that the Command Group does not have to read the entire packet.</p> <p>3. RESOURCE IMPACT: Insure that resource impacts (manpower and dollars) are considered and addressed in order for the Commander to make the best decision using all key factors. Resource Impact will be marked NA or NONE if no financial or manpower impact</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div> <p>3 Encls</p> <p>TAB X, Proposed Ltr</p> <p>TAB A, Tasking Memo</p> <p>TAB B, Agency Coordination</p> </div> <div style="text-align: right;"> <p>SECTION PRINCIPAL</p> <p>Colonel, USAF</p> <p>Assistant Chief of Staff, J1</p> </div> </div> <p style="margin-top: 20px;">The signature of the initiating official must appear after the "resource impact" paragraph. (NOTE: The staff principal or deputy signature is preferred; however, if the SSS is signed by another officer, then the staff principal or deputy can initial in the coordination block.)</p>									

USFK STAFF SUMMARY SHEET (UNC/CFC/USFK REG 25-50)						SCJS LOG NO: 004139			
						COMMAND GROUP COORDINATION			
NO.	TO	ACTION	CONCUR	NON-CONCUR	SIGNATURE (SURNAME), GRADE & DATE	NO.	TO	ACTION	SIGNATURE (SURNAME) & DATE
1	J1	REV	X		Col Ellis, 26 Oct				
2	J2	REV	W/C		BG DeFreitas, 27 Oct				
3	J3	REV		X	MG Miller, 20 Oct		CS		
4	J4	REV	X		BG Christianson, 22 Oct		DCS		
5	J5	REV	X		MajGen Donovan, 23 Oct		ADCS		
6	J6	REV	X		Col Spano, 20 Oct		CSM		
7	RM	REV	W/C		COL Pierson, 20 Oct		SCJS		
8	CNFK	REV	X		RADM Jones, 20 Oct		SACO		
9	SJA	REV		X	Col Ley, 19 Oct				
10									
11						REMARKS:			
12									
STAFF / ORGANIZATION PAO					ACTION OFFICER Mr. George Kim	PHONE NO. 723-6085	SUSPENSE DATE 21 November 01	PREPARED DATE: 20Nov01	
SUBJECT: Consolidated Press Release									
PURPOSE: Obtain Approval for release of proposed consolidated press release									
<p>1. RECOMMENDATION: That the Chief of Staff approve the staff release at Tab A.</p> <p>2. DISCUSSION:</p> <p style="margin-left: 40px;">a. This release addresses coordination between the USFK staff and the local media. By bettering our relationship with the local media, hopefully, more favorable articles and coverage of events involving USFK and USFK personnel will result.</p> <p style="margin-left: 40px;">b. Comments from staff coordination, at Tab B, incorporated in letter at Tab A.</p> <p style="margin-left: 40px;">c. J3 and SJA comments addressed at Tab C.</p> <p>3. RESOURCE IMPACT: None.</p> <div style="text-align: right; margin-top: 20px;"> Samuel T. Taylor, III Colonel, U.S. Army Public Affairs Officer </div> <p>3 Encls Tab A: Proposed Consolidated Press Release Tab B: Concurrences with Comments Tab C: Non-Concurrence and rationale for not incorporating in the letter at Tab A.</p>									

Figure 4-1b. Summary Sheet – Example.

USFK STAFF SUMMARY SHEET (UNC/CFC/USFK REG 25-50)						SCJS LOG NO:			
						COMMAND GROUP COORDINATION			
NO.	TO	ACTION	CONCUR	NON- CONCUR	SIGNATURE (SURNAME), GRADE & DATE	NO.	TO	ACTION	SIGNATURE (SURNAME) & DATE
1									
2							DCDR		
3							CS		
4							DCS		
5							ADCS		
6							CSM		
7							SCJS		
8							SACO		
9									
10									
11						REMARKS:			
12									
STAFF / ORGANIZATION					ACTION OFFICER	PHONE NO.	SUSPENSE DATE	PREPARED DATE:	
SUBJECT:									
PURPOSE:									

Figure 4-1c. Summary Sheet – Blank.

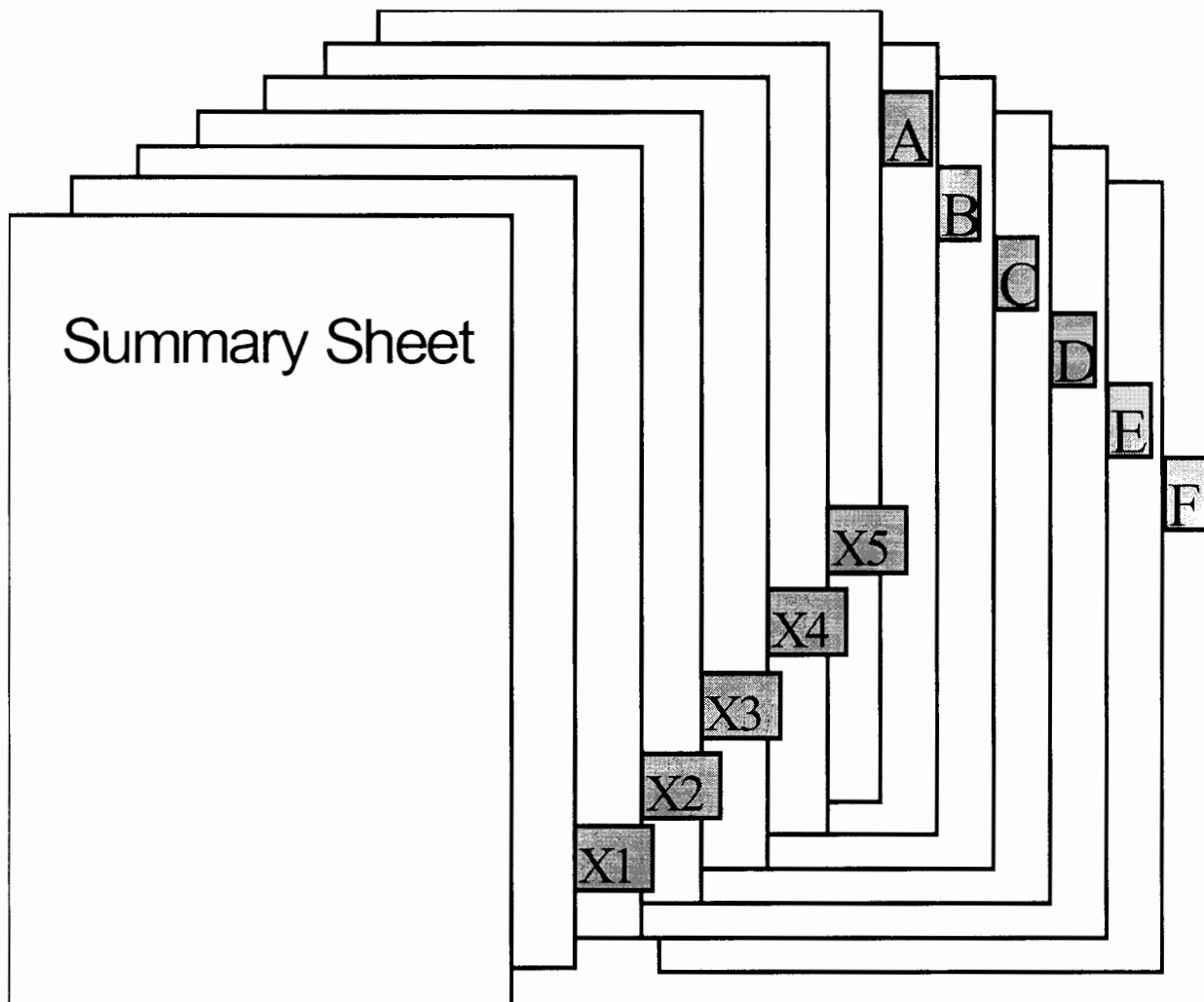
Enclosures to the cover document will be identified at TAB(s) as follows:

X Series – Signature documents, or correspondence for approval

A, B, C, etc – Supporting Documents

NOTE: All TABs are placed on blank sheets of paper, preceding the document.

Enclosures to the alphabetical tabs will be marked sequentially beginning with one. Never staple the document or packet.



NOTE: For items that are pictures or slides in landscape format, the right side will be rotated to the top of the page. This standardizes viewing of briefs, certificates for signature, etc. Figure 4-12 is an example.

CLASSIFICATION

Figure 4-2. Assembly of Correspondence Packages.

e. Staff sections will include a computer diskette with all staff actions having an **unclassified** document. This may facilitate making minor corrections or revisions without returning the document to the originator. This pertains to SSSs, Read Aheads, memorandums, letters, star notes, and messages.

f. The SSS's have been redesigned on Microsoft Word 97 as forms. The Word template files for the SSS's are available on the 8th U.S. Army Intranet. Administrative officers within each directorate are responsible for ensuring distribution within their agencies. When generating a SSS directly from computer, ensure the template files are loaded in Microsoft Word Template subdirectory. Select new files and choose appropriate template files. Use [Ctrl][Tab] to tab within the form fields. When printing the SSS, be sure to use appropriate color paper (if available). The program does not currently allow changing of the numbers for a second page. Make pen and ink changes for the numbers on the second page of a SSS.

4-4. POINT AND INFORMATION PAPERS.

a. A point or information paper is a concise document for use within the HQ, designed to present key facts or information in a clear, brief and orderly fashion. The format may be altered for a specific need. Paragraphs will contain only essential facts concerning the subject. The purpose of the paper will determine if a conclusion or recommendation is included. These papers must include the action officer's name and phone number. A point or information paper will not take the place of the SSS when approval or an action is desired.

b. Point or information papers may be used to respond to Command Group requests for information. For example, staff sections are required to prepare these papers on command items of interest for the CofS to highlight events that have occurred during his absence.

c. Staff agencies are highly encouraged to maintain a by-subject file of all current papers. Point or information paper files are excellent sources for responding quickly to Command Group requests for information. (See Figure 4-3.)

Date _____

POINT PAPER**SUBJECT**

PURPOSE: Single-phrase statement explaining the reason for the point paper (e.g., to provide an update to the COMMANDER concerning equipment installation). **Use 12 pitch, Arial font.**

DISCUSSION:

- Short, concise, bullet words or phrases will be used throughout the paper.
- Each phrase will be written as a separate line.
- Start major phrases with "-" in the left-hand margin, with continuation lines starting directly underneath first word of phrase.
 - Start subcategory phrases with "--" three spaces from left-hand margin, with any continuation lines indented six spaces from the left-hand margin.
 - Start second subcategory with "---" six spaces from left-hand margin with any continuation lines indented ten spaces from left-hand margin.
- Papers should not exceed one page.
- Unless unclassified, include classification on all papers to the Command Group(s).
- Enclosures may be used if necessary, but the paper will be sufficient to stand-alone. Enclosures are annotated as: (See TAB A).
- Paper size will be 8 1/2 by 11 inches.

SUMMARY (OR CONCLUSION): If appropriate.

RECOMMENDATION: If appropriate.

POINT OF CONTACT: Name, email address and phone number.

STAFF PRINCIPAL, DEPUTY, or
O-6 LEVEL DESIGNEE

Figure 4-3. Point Paper Format.

4-5. FACT SHEETS.

a. A fact sheet is a document used to provide facts to the Command Group or for use in providing information outside the HQ. A fact sheet is normally used when a point paper is too brief.

b. Specific guidance for preparing a fact sheet is shown at Figure 4-4.

(Office Symbol)

DATE _____

SUBJECT: Using and Preparing a Fact Sheet

1. PURPOSE. Single-phrase statement explaining the reason for the fact sheet (e.g., to provide an update to the Chief of Staff concerning VIP visit, Mr. John Doe).

2. FACTS.

a. The facts will be stated as clearly as possible.

b. When a paragraph is subdivided, there must be at least two subparagraphs. Example, if there is a subparagraph "a," there must be a "b."

(1) The first set of subparagraphs should begin on space five, the second set (such as this one) will begin on space nine, and the third set will also begin on space nine.

(2) Numbers will be spelled-out when in the text of the document.

c. When possible, fact sheets should be limited to one page and not more than two. If essential, enclosures may be added.

d. Fact sheet continuation pages would mirror the heading shown on this page.

(1) The signature block would not be shown on the first page, but would be on the second page.

(2) The second page would be numbered.

e. Rules for using a continuation page are as follows:

(1) Begin the office symbol on the eighth line down.

(2) Do not divide a paragraph of three lines or less between pages, for at least two lines of the divided paragraph must appear on each page.

Figure 4-4. Fact Sheet.

(Office Symbol)

SUBJECT: Using and Preparing a Fact Sheet

- (3) Include at least two words on each page of any sentence divided between pages.
- (4) Avoid hyphenation whenever possible. Do not hyphenate a word between pages.
- (5) Do not type the staff principal's signature block on the continuation page without at least two lines of the last paragraph.

Approved By _____
 Staff Principal,
 Deputy, or Colonel
 Level Designee

Figure 4-4. Fact Sheet (Cont'd).

4-6. DECISION PAPER. A Decision Paper is used to solicit a decision (See Figure 4-5.) The resource impact is a critical component in that it provides the decision maker with the necessary information to arrival at a logical conclusion.

DECISION PAPER		
1.	SUBJECT: Brief statement of subject.	
2.	RECOMMENDATION: That the Command Group Member approve this Decision	
	DECISION REQUIRED BY: Date	
3.	BACKGROUND/PURPOSE: The "Why" of this request.	
4.	DISCUSSION:	
5.	RESOURCE IMPACT:	
6.	APPROVE _____ DISAPPROVE _____ SEE ME _____	
_____ STAFF PRINCIPAL, DEPUTY, or O-6 LEVEL DESIGNEE		
ENCL:		

Figure 4-5. Decision Paper Format.

4-7. EXECUTIVE SUMMARY (EXSUM). An EXSUM is the briefest form of correspondence used. It is the most expeditious method of providing important information and updates. A SSS is not necessary when submitting EXSUM's. SCJS will put received EXSUM's in the EXSUM Book and determine routing for the book based on its content. EXSUM's received by noon will be forwarded the same day. EXSUM's received after noon will be included in the EXSUM Book on the following day. An EXSUM may be sent separately if requested by the proponent or because of time sensitivity. (See Figure 4-6.)

<p>CLASSIFICATION</p> <p>EXSUM</p> <p style="text-align: right;">DATE _____</p> <p>EXECUTIVE SUMMARY (EXSUM) FORMAT. (U) Executive Summaries will be one paragraph in length, and should not exceed 15 lines. An EXSUM will not normally have enclosures or attachments. Mark the EXSUM with the appropriate classification, unless unclassified, then no stamp will be used. Classification will be cited in parenthesis characterizing the classification of both the subject and text, and will be placed in front of the subject and the text, as shown above. EXSUM's should contain a lead-in which provides information on the origin of the action. All EXSUM's should be approved by the appropriate staff principal as shown below.</p> <div style="text-align: right; margin-top: 20px;"> <p>Action Officer's Name/Office Symbol/Phone</p> <p>Approved By _____</p> <p>STAFF PRINCIPAL, DEPUTY, or</p> <p>O-6 LEVEL DESIGNEE</p> </div> <p style="text-align: center; margin-top: 20px;">CLASSIFICATION</p>

Figure 4-6. EXSUM Format.

4-8. LETTERHEAD STATIONERY. In the combined and joint environment, selecting the proper letterhead, as well as SSS, is important (e.g., UNC, CFC, USFK). (**NOTE:** The use of computer generated letterhead with the DOD seal can be downloaded at: <http://www.usapa.army.mil>.) Ensure correspondence is addressed from the proper command perspective. In offices using more than one kind of letterhead, the capacity in which the person is signing will dictate the proper letterhead. The letterhead and the accompanying SSS must match the office symbol of the originating agency. (**NOTE:** The office symbol should always match the drafter's office symbol, not the signer's.)

4-9. COMMAND GROUP READ AHEADS. A Read Ahead will be prepared for ALL courtesy or office calls, briefings, conferences, ceremonies, socials, civic events, and similar events in which the COMMANDER, DCOMMANDER, DCDR, CofS, or DCS will participate. They are used to provide information only and will not be used to seek decisions and do not contain proposals or requests. Discuss only confirmed, coordinated information. The Read Ahead prepares the member(s) of the command group for the visit or event and must be tailored to the purpose of the event. In many instances, the office call is the Command's one opportunity to directly influence decision makers from off peninsula. Therefore, the talking points (both USFK and the visitor's) are critical to successfully prepare the command group member. Read Aheads will be prepared as follows:

a. The Office of Primary Responsibility (OPR) coordinating the Command Group GO's involvement will prepare the Read Ahead. Preparation of Read Aheads for select off-post social or civic events may be tasked to staff sections per coordination between COMMANDER or CofS XOs and SCJS. Specific responsibilities are as follows:

(1) Protocol. During visit or event coordination, provide read ahead format and reinforce with the OPR POC the requirement for an accurate and timely read ahead. Assist in the scheduling of visitor office calls on the Command Group calendar. The Protocol action officer assists OPRs and the SCJS with read aheads as required.

(2) SACO. Assign responsibility for the Read Ahead to the appropriate OPR and track it to completion. Act as the point of contact for flow of information to the Command Group. Proof read and process Read Aheads for turn in to the Command Group. Act as the point of contact for all questions concerning Read Aheads.

b. OPR Action/Escort officer. Responsible for providing notice to the Protocol action officer that a Command Group office call is desired by the DV, ensuring their visitor is on-time to office calls, and that any change in times for Command Group office calls are communicated to the DV, SCJS, Protocol, and other offices affected by the time change. Responsible for the development and production of the Read Ahead that supports the office call. Coordinate with the SACO as required to complete Read Ahead. Responsible for developing talking points both for the visiting official and the Command. Refer to the COMMANDER's Special Assistant, 723-5621, if assistance is required to determine command issues. If COMMANDER speech/remarks are desired, the AO must contact the Speechwriter and provide information on VIPs, venue, background of the event, and any other information specific to that event. Action Officer/Directorate must contact COMMANDER's Office to request COMMANDER to speak. Do not write speeches for the COMMANDER. Provide that information to the Speechwriter. Turn in Read Ahead to SCJS administrative office (Room 104, Bldg 2310) NLT the suspense date in accordance with paragraph 4-9d below.

(1) OPR Executive Officers. Responsible for assigning action/escort officers, tracking the completion of Read Aheads, and proof reading the Read Aheads prior to submission to SCJS within the suspense.

(2) COMMANDER's speech writer. Responsible for producing the COMMANDER's speech for all events. Coordinate directly with the Action/Escort officer to ensure remarks are timely and relevant.

(3) COMMANDER's Special Assistant. Assists in the development of talking points for office calls with the COMMANDER if the action officer cannot determine what the command issues are.

c. Read Aheads will be prepared on plain bond paper. The format and detailed instructions shown at Figures 4-7a and 4-7b will be used.

d. Read Aheads will be submitted to SCJS, "**AT LEAST FIVE WORKING DAYS PRIOR TO THE EVENT**". Provide hard copy original, with signature, and five copies for all Read Aheads. properly tabbed.

e. For COMMANDER and/or CofS event Read Aheads, two sets of 5X8 hard stock cards are required for the COMMANDER and CofS each. The 5X8 cards are to provide the COMMANDER and/or CofS with pertinent agenda information, key talking points, and personal information about those involved in the briefing, event, or office call. Thought should be put into the talking points and personal info. Information on the cards is used so the COMMANDER can get a feel for the person he is talking to, refer to them by their first name, and/or talk about their personal life as appropriate. Figure 4-8a and 4-8b are examples of the format.

f. Action Officers preparing Read Aheads will include as talking points, questions for the COMMANDER to ask, and questions expected from the visitor(s) with answers to those questions. The talking points should be determined by looking at the visitor, determining how the visitor might impact UNC/CFC/USFK, and what is important to the Command. Stress what is important for the Command Group member and/or what the visitor should take away from the briefing. If the AO cannot determine what is important to the COMMANDER, refer to the COMMANDER's Special Assistant for current issues at 723-5621.

g. If the COMMANDER is being asked to present a gift to any agency, the COMMANDER's office must approve the gift prior to the event.

h. Read Aheads will be signed by the staff principal or deputy.

i. **Do not** use a SSS with a Read Ahead.

READ AHEAD

1. EVENT: Specific event that the Command Group generals are involved in and not the whole visit, such as office calls, briefings, ceremonies, etc. **Use 12 pitch Arial font.**
2. DATE/TIME: Also include the day of the event.
3. LOCATION:
4. AGENDA:
 - a. Agenda (for the event) at Tab ____
 - b. Full itinerary (if applicable) at Tab ____
5. TOPICS/DISCUSSION POINTS:
 - a. Purpose (of the event, to include any requirement to make a decision):
 - b. The command's (UNC/CFC/USFK) issues: Fact Sheet/Paper/EXSUM at Tab__.
 - c. Visitor's issues (if office call/round table/briefing): Fact Sheet/Paper/EXSUM at Tab__.
 - d. Briefing slides (if applicable) at Tab ____.
6. COMMAND GROUP (i.e., COMMANDER, DCOMMANDER, CofS, DCS) INVOLVEMENT: (List the Command Group members attending and their involvement with the event, for example, COMMANDER hosts event or DCOMMANDER, CofS, and DCS USFK attend.)
7. ATTENDEES (list all attending an office call, list all DVs, when using a conference room in a meeting attended by any member of the Command Group list all attendees with first name, last name, rank, and duty title): (If necessary, tab)
8. BIOGRAPHIES: Tab__
9. REMARKS: For all office calls with Command Group members place the preferred first name/nickname of primary person attending office call (e.g. Samuel S. Rollinson - goes by Selby) Also, recommended remarks (if applicable) at Tab ____.
10. POC, EMAIL ADDRESS and PHONE NUMBER:

APPROVED BY: _____
Signed by staff principal
or deputy

Figure 4-7a. Read Ahead Format.

AWARD CEREMONY READ AHEAD

1. EVENT: Specific event that the Command Group generals are involved in and not the whole visit, such as office calls, briefings, ceremonies, etc.
2. DATE/TIME: Also include the day of the event.
3. LOCATION:
4. COMMAND GROUP INVOLVEMENT:
5. ATTENDEES (list all attending, list all DVs, list others as applicable): (If necessary, provide information at a tab)
6. SEQUENCE OF EVENTS:
7. AWARDEE INFORMATION:
 - a. BIOGRAPHY: at Tab_____
 - b. AWARD CERTIFICATE: at Tab_____.
 - c. SIGNIFICANT ACCOMPLISHMENTS WHILE IN THE COMMAND:
(4-5 bullet comments on the major accomplishments for which the award is being presented)
 - d. FAMILY DATA: (married, children, accompanied, next assignment, etc)
8. REMARKS: Proposed remarks from Public Affairs Officer (PAO) (for CofS) or COMMANDER Speechwriter (for COMMANDER) at Tab_____(or provided under a separate cover).
9. POC and PHONE NUMBER:

APPROVED BY: _____
Signed by staff principal
or deputy

Figure 4-7b. Award Read Ahead Format.

TOPIC: 5 X 8 CARDS FOR COMMANDER BRIEFINGS

DATE/TIME: DD MMM YY, Start Time – End Time

ATTENDEES:

NOT EVERYONE IN THE ROOM BUT KEY PERSONNEL. AS DEFINED BY THE BRIEFING CONTENT/CONTEXT.

ANYONE VISITING AND NOT ON THE COMMANDER'S STAFF.

A SEATING CHART IS STILL REQUIRED FOR ALL BRIEFINGS; SCJS WILL COMPLETE THE SEATING CHART.

SEATING CHART WILL HAVE FIRST/NICK NAMES, RANK AND POSITION.

NAMES WILL BE SUBMITTED BY THE BRIEFER TO THE SCJS. (MINIMUM OF 24 HOURS PRIOR TO BRIEFING)

AGENDA: (EXAMPLE)

<u>SUBJECT</u>	<u>BRIEFER (FIRST/NICK NAME)</u>	<u>TIME</u>
INTRODUCTION	COL ALPHA - (JOHN)	
PART 1	MAJ BRAVO (DAVE)	10 MIN
PART 2	LTC CHARLIE (PETE)	15 MIN
BREAK		10 MIN
PART 3	CPT DELTA ("SNAKE")	5 MIN
OPEN DISCUSSION		5 MIN
CLOSING COMMENTS	COL ALPHA (JOHN)	

OVERVIEW:

PURPOSE OF BRIEF

KEY POINTS

Figure 4-8a. 5X8 Briefing Format.

OFFICE CALL BY ADMIRAL XXXXX

ADMIRAL XXXXX'S PARTY (FIRST/NICK NAME AND SPOUSE NAME)

ADMIRAL XXXXX XXXXX – COMMANDER IN CHIEF, US PACIFIC FLEET (XXX) SPOUSE: XXXX

REAR ADMIRAL XXXXX X. XXXXX – COMMANDER, US NAVAL FORCES KOREA (XXXX) SPOUSE: XXXX

TALKING POINTS (FOR COMMANDER TO PRESENT TO VISITOR)

1. ASK FOR CONTINUED SUPPORT OF MARITIME AIR SUPPORT OPERATIONS CENTER (MASOC/COUNTER SPECIAL OPERATIONS FORCES (COFSOC).
2. RANGE ACCESS FOR NAVAL AVIATION.
3. LEARN COMMANDER CFC TOP PRIORITIES FOR THE KOREAN PENINSULA.
4. NAVY'S KEY ROLE IN SUPPORT 5027, MOBILE PLATFORMS, FLEXIBLE RESPONSE OF ANTI-SPECIAL OPERATIONS FORCES ROLE.
5. SUPPORT MULTI LATERAL EXERCISES I.E. SEARCH AND RESCUE EXERCISE/HUMANITARIAN ASSISTANCE/DISASTER RELIEF.
6. STRONG WORKING RELATIONSHIP WITH ROK-N.
7. ADMIRAL XXX'X REQUEST REGARDING ROK-N KILO CLASS (RUSSIAN) SUBMARINE (ROK-N DOES NOT WANT KILO SUBS).

POSSIBLE QUESTIONS (FROM VISITOR)

1. INCREASED NAVAL SUPPORT FOR POTENTIAL NLL SUPPORT.
2. INCREASED NAVAL SUPPORT TO FILL GAP IN ABSENCE OF FORWARD DEPLOYED NAVAL FORCES CARRIER.

ADMIRAL XXXXXX's ITINERARY (Second card)—Key Events

Monday 13 December

1730 - 1815DISCUSSION WITH RADM SULLIVAN AND CAPT XXXXXX IN QUARTERS

1830 - 2030DINNER HOSTED BY VICE ADMIRAL (VADM) XXX, XXXX,X

Tuesday 14 December

0800 -0825 CFAC COMMAND BRIEF

1040 - 1110 TOUR OF NCC

1330 - 1350 CNFK DET POHANG COMMAND BRIEF

1350 - 1410 TOUR FACILITIES AT CNFK DET POHANG AND HEADQUARTERS (HQ), COMMANDER, NAVAL SHORE-BASED FORCES KOREA (CNSBSFK)

1900 - 2100 DINNER HOSTED BY ADM XXX

Figure 4-8b. 5X8 Office Call Format.

4-10. MESSAGES.

a. Messages sent to the Command Group(s) for signature will be processed as follows:

(1) ONLY "Personal For," should be prepared in the DINAH-MITE format (Figure 4-9). Each message will be accompanied by a releasing document (Figure 4-10) and the computer disc (properly labeled with security designation, office name, phone number and the title of message being reviewed for approval) with the message and releasing document saved on it. Only one message will be on the submitted disk. Each time the message is corrected or changed, a new releasing document must be printed and signed by the releasing official.

(2) Actions requiring immediate dispatch will be dispatched by the staff proponent. SCJS will notify the originator when an immediate dispatch is required.

(3) Routine messages will be returned to the originator for dispatch.

b. Detailed instructions on message preparation and correct addressees are found in the following publications:

(1) Joint User Handbook for Message Text Formats (JUH-MTF).

(2) AR 25-11.

(3) 1st Signal Brigade DINAH-MITE User's Desktop Guide.

(4) Message Address Directory (contains USMCEB Publication No. 6/AFR 33-131/DA Pam 25-11/USN PLAD 1).

(5) USFK Reg 105-32.

(6) ACP 117.

c. The caveat "PERSONAL FOR" provides flag officers and civilians of equivalent rank the means to send messages by the general service automatic digital network channel to designated persons worldwide. They may be classified or unclassified. They must be marked "PERSONAL FOR" a specific person by name and title. The messages must include the name and title of the originator. PERSONAL FOR messages will not be re-addressed. (Figure 4-11.)

d. The "EYES ONLY" (back channel) message system is the Privacy Communications System established for the exclusive use of U.S. general or flag officers, civilian equivalents (GS-16 and above), promotable colonels, and other authorized users. There are no grade restrictions to "EYES ONLY" recipients. "EYES ONLY" messages are usually sensitive. They are transmitted via the defense special security communications systems, commonly known as special security office (SSO) or "Y" communications. "EYES ONLY" messages address a specific person served directly by a Department of Defense SSO facility. "EYES ONLY" messages are not to be considered official record correspondence. Normally, no reference will be made to them in official correspondence, including front channel messages. "EYES ONLY" messages receive the highest privacy protection. (Figure 4-12.)

e. Outgoing messages are grouped into three broad categories.

(1) Messages approved and released by the Command Group.

(2) Messages reviewed by the Command Group prior to release.

(3) Messages released by the staff agencies on matters under their authority. Command group approval is not required; however, full coordination with interested staff agencies and service components will always be obtained prior to release.

f. As with the choice of which letterhead to use for correspondence, the use of the proper "FROM" line on messages is important to ensure the addressee is aware of which HQ originated the message (for Armed Forces in Korea, refer to USFK Reg 105-32). The following "FROM" lines (with office symbols as required) will be used:

(1) On front channel messages, the "FROM" line--

(a) For USFK: COMUSKOREA SEOUL KOR//office symbol//

(b) For UNC, ROK-U.S. CFC: COMMANDERUNC CFC SEOUL KOR//office symbol//

(2) On back channel messages, the "FROM" line is: SSO USFK.

g. The word "FOR" may be used on the second line of the internal instructions in messages to indicate delivery to a specific person. (The use of "FOR" is similar to the use of "ATTENTION" in correspondence.) The word "FOR" is followed by the name or abbreviated title of the person for whom the message is intended. Distribution of this type of message is not restricted.

Example:

UNCLAS
FOR COL SMITH
SUBJECT:

h. Information addressees. Careful consideration should be given to adding interested agencies as information addresses on outgoing messages. Both external agencies and interested USFK staff agencies will be included.

i. Classification. Refer to AR 380-5 with EUSA Supplement 1 and other appropriate references for proper subject and paragraph markings.

j. Use of the word "not". When preparing messages that use the word "NOT," and the accidental omission of "not" would produce action other than the desired action, the phrase "NOT, REPEAT NOT" will be used.

k. When preparing messages that revise or supersede a previous message, the following statement will be included: "THIS MESSAGE REVISES OR SUPERSEDES," and cite the date-time-group, office symbol, and subject of the previous message.

l. References should be listed in messages. All references should be briefly summarized in the first part of the message so that the message stands alone and can be completely understood without reading the other documents.

m. Precedence release authority, within HQ, USFK.

(1) Authority to release PRIORITY and ROUTINE precedence messages is delegated to staff principals. Staff principals may further delegate this authority to division or branch level, as required.

(2) Authority to release IMMEDIATE precedence messages is restricted to officers in the Command Group, staff principals, the USFK Command Center Duty Officer, and the Adjutant General.

(3) Authority to release FLASH precedence messages is restricted to the officers in the Command Group, the J3, the J2, and the USFK Command Center Duty Officer.

(4) CFC will follow the same staff principal lines as USFK.

CONFIDENTIAL (Example purposes only)

SUBJ: TRAINING QUOTAS (U)

A. (U) CONF MSG HQ TRADOC ATCD-DC 021924Z SEP 97 PASEP SUBJ: TRAINING
REQUIREMENTS (U)

B. (C) CONF MSG USCOMMANDERPAC HONOLULU HI 041340Z SEP 97 NOTAL SUBJ:
AVAIL

OF FACOFS (C)

C. (U) UNCLAS MSG CNO WASHINGTON DC 241738Z SEP 97 SUBJ: TRAINING
REQUIREMENTS (U)

Example of references including the subject line in a classified message

SECRET

FOR OPERATIONS OFFICER

SUBJ: OPERATIONS PLANS (U)

A. (U) UNCLAS MSG JCOFS J3 89362 101435Z OCT 97

Example of text beginning with one reference

A. (U) UNCLAS MSG DA DAIM-PS 051640Z SEP 97

B. (U) CONF MSG CUSA CE SVC OFC AS-OPS-CE 192359Z SEP 97 MAIL

C. (C) CONF MSG HQ USAISC AS-OPS-MP 022113Z OCT 97 SUBJ: ERS AT
FT SWAMPY (C)

Example of multiple references with security classifications assigned.

Figure 4-9. DINAH-MITE Message Format.

DINAH DISKETTE TABLE OF CONTENTS
RELEASING DOCUMENT

CREATION DATE: 2/10/98
CREATION TIME: 12020000
DINAH VERSION NUMBER: 4.00
MAXIMUM CLASSIFICATION OF THIS DISKETTE: UUUU
HIGHEST CLASSIFICATION ON THIS DISKETTE: UUUU
DISKETTE RELEASING OFFICIAL'S NAME:
ORG: HQ USFK OFFICE: FK CJ PHONE: 723-5222
TOC FILE CRC: 19755

FILENAME	MSG PREC	ACTION	DATE/TIME	FILE TIME	TOT/	SPECAT		
	TYPE	CLASS	GROUP	SSN		TOR	CIC	CRC
SAMPLE	DD173	RR	UU	MORE	281005Z	OCT97	ZYUW	N 31120

HQ USFK/FK CJ/723-5222
ORGANIZATION/OFFICE SYMBOL/PHONE NUMBER

DISKETTE RELEASING OFFICIAL'S SIGNATURE

Page 01 of 01 Pages

Figure 4-10. Releasing Document.

UNCLASSIFIED

01 01 150501Z SEP 00 PP UUUU ZYUW

NO

COMUSKOREA SEOUL KOREA//FKCOFS//
 CDR2DINFDIV UIJONGBU KOR//EAID-CG//
 INFO BG CDR 19TSC TAEGU KOREA//

UNCLAS PERSONAL FOR MG DEES, CG, 2ID; INFO BG BATES, CG 19 TSC; FROM LTG ZANINI, COFS, USFK

SUBJECT: EXAMPLE OF A "PERSONAL FOR" MESSAGE {S 15 SEP 00}

- 6 "PERSONAL FOR" MESSAGES ARE PROCESSED IN THE SAME MANNER AS A GENERAL SERVICE MESSAGE.
- 7 "PERSONAL FOR" MESSAGES MAY BE CLASSIFIED OR UNCLASSIFIED AND MUST IDENTIFY BY NAME ALL TO AND INFO ADDRESSES LISTED.
- 8 "PERSONAL FOR" MESSAGES WILL NOT BE ADDRESSED OR USED FOR OPERATIONAL MATTERS (UNLESS AUTHORIZED IN TEXT BY ORIGINATOR.)
- 9 USE OF "PERSONAL FOR" MESSAGES IS RESTRICTED TO GENERAL/FLAG OFFICE ORIGINATORS.
- 10 CLOSING PARAGRAPH REFLECTS PERSONAL PREFERENCE OF RELEASER.

DRAFTER's NAME, TITLE
 DRAFTER's OFFICE, PHONE

CLASSIFIED BY:
 REASON:
 DECLASSIFY ON:

ENTER RELEASER

UNCLASSIFIED 150501ZSEP00

Figure 4-11. DINAH-MITE Message Format (P4).

PREPARATION INSTRUCTIONS FOR OUTGOING EYES ONLY MESSAGES

1. DD Form 173/3 (OCR) (JOINT MESSAGE FORM)(blue border) is the only message form authorized for EYES ONLY messages. OCR-A (10 pitch) must be used, and the number of characters per line may not exceed sixty-nine. For multiple page messages, each page, except the last page, must have twenty lines that are double-spaced. Margins should be set at six and seventy-five.

2. Typing should be corrected with white adhesive tape. Any written changes must be done with red felt tip pen. The releaser should initial all corrections in the margin on the same line as the correction.

3. Explanation of the DD Form 173/3, JOINT MESSAGEFORM.

-Page number and total number of pages.

-DTG (ZULU time).

-Month abbreviation and last two digits of the year.

-Precedence of message indicated by either:

-00 – Immediate

-PP – Priority

-RR – Routine

-ZZ – Flash

NOTE: If no info addressee exists, leave info precedence block blank.

-One of the following classifications is to be used in the following manner:

-UUUU – UNCLASSIFIED

-CCCC – CONFIDENTIAL

-SSSS – SECRET

-TTTT – TOP SECRET

- An Alphanumeric code up to 10 places in length.

- The Book block must be completed on all pages of DD Form 173/3. An Alpha code up to three characters.

Figure 4-12. EYES ONLY Message Format Instructions for Preparation.

4. The code term "ZYS" is used only when transmitting to a command afloat, in conjunction with "DO NOT TRANSMIT VIA OPINTEL BROADCAST".
5. By utilizing code term "ZFF1/4", you are requesting a service response from Action Addressee Communications Center as to when the message was received by the Communications Center and when the message was receipted for by the Staff Security Officer (SSO). Code term ZFF3/6 requests the same information while including the service of the INFO addressees. Code terms ZFF1/4 and ZFF3/6 are required for messages originating from COMMANDER/DCOMMANDER and CofS. All other offices are optional.
6. Insure that all SSO addressees are correct by referring to the SSO Compartmented Address Book. If in doubt, a call should be placed to the SSO.
7. The EYES ONLY caveat appears as follows:
 - a. UNCLAS EYES ONLY
 - b. C O N F I D E N T I A L EYES ONLY
 - c. S E C R E T EYES ONLY
 - d. T O P S E C R E T EYES ONLY
8. The SSO will include an OUTGOING EYES ONLY control number in this space by referring to the OUTGOING EYES ONLY control log and using the next number in the sequence.
9. DO NOT TRANSMIT VIA OPINTEL BROADCAST is to be included only when transmitting to a command afloat.
10. Four Q's are placed to indicate an end of classification line.
11. The EYES ONLY caveat is to be typed here six times.
12. This entry shows who the message is FOR and who it is FROM.
13. Before starting the narrative part of the message, one of the following SSO notes must be utilized to insure proper handling by the action and/or info addressees:
 - a. The correct passing instruction for a EYES ONLY message contains, for example:
 - (1) DELIVER DURING DAYLIGHT HOURS
 - (2) DELIVER FIRST DUTY HOUR
 - (3) DELIVER FIRST WAKING HOUR
 - (4) DELIVER IMMEDIATELY

Figure 4-12. EYES ONLY Message Format Instructions for Preparation (Continued).

b. If the originator has not included delivery instructions, DELIVER DURING NORMAL DUTY HOURS will be used.

14. The subject line will be placed directly above the first paragraph of the narrative portion of the message.

NOTE: If the subject is classified, the classification abbreviation of the subject is included at the end of the subject line.

15. The narrative portion of the message may be initiated once the preliminaries of the message format have been completed. If the message is classified, insure that each paragraph contains a classification symbol immediately following the number of the paragraph.

16. All classified messages must include declassification instructions. If the originator has not included specific declassification instructions, "DECLAS OADR" as last line of text will be used.

17. NNNN indicates the message end.

18. The drafter of the message includes his/her name, rank, duty position, and duty phone number in the block.

19. The typed name of the releaser must be a Colonel(P) and above, a GS-16 and above, or an SES. Either they or their authorized releaser will then sign the message for release. Authorized releasers are listed in the EYES ONLY authorized handlers book maintained by the SSO.

20. The classification of the message will be typed on both the indicated top and bottom of the DD Form 173/3.

Figure 4-12. EYES ONLY Message Format Instructions for Preparation (Continued)

4-11. CABLE BOOK. Cable books are prepared and provided Monday through Friday by the SCJS for the Command Group, general officers, and selected staff principals in the local area. The cable books contain: weather, key personnel absence roster, significant daily events from Command Center, Seoul, DV reports and message traffic (internal and external.)

4-12. CORRESPONDENCE PREPARED FOR THE SIGNATURE OR APPROVAL OF COMMAND GROUP MEMBERS.

a. Correspondence will be forwarded, undated, in final format, (except for messages described in paragraph 4-10) ready for signature. See AR 25-50 for appropriate letter and memorandum format and preparation guidelines. Correspondence will be routed through the appropriate Command Group channels with the appropriate SSS.

b. The drafter's office symbol will be used in the return address element for memorandums submitted to the Command Group for signature. For messages, the FROM line of messages will show the office symbol of the releaser. For letter correspondences, the return address element should contain the functional address (e.g., Secretary Combined Joint Staff, Manpower Division, etc.) of the drafting organization or the office of the individual signing the letter. Normally it will be the functional address of the drafting organization unless the rank/grade of the person addressed to warrants otherwise. It is a judgment call. If the COMMANDER is to sign and wants to reflect his address on the from line, use "Commander in Chief." If the CofS is to sign and wants to reflect his address on the from line, use "Office of the Chief of Staff".

c. On letter correspondence signed by the COMMANDER, DCOMMANDER, DCDR, CofS, or DCS, CFC/DCS, USFK the closing salutations differ depending on the recipient.

4-13. SIGNATURE BLOCKS FOR COMMAND GROUP MEMBERS. The signature blocks consist of name (all capital letters for memorandums), rank and service, and duty position. Reference to the organization will not be included in the signature block. The following signature blocks will be used for Command Group members:

a. Commander, UNC/CFC/USFK: **GEN Leon J. LaPorte**

MEMORANDUM

LETTER

For UNC/CFC/USFK:

(CDR's FULL NAME, ALL CAPITALS)

(CDR's Full Name, Upper and Lower Case)

Example:

LEON J. LAPORTE
General, U.S. Army
Commander

Leon J. LaPorte
General, U.S. Army
Commander

b. CFC DCOMMANDER/GCC: **GEN Nam, Jae Joon**

MILITARY

NONMILITARY

For CFC:

(DCDR's FULL NAME, ALL CAPITALS)

(DCDR's Full Name, Upper and Lower case)

General, ROK Army
Deputy Commander

General, ROK Army
Deputy Commander

For GCC:

(Commander's FULL NAME)

(COMMANDER's Full Name, Upper and Lower Case)

General, ROK Army
Commanding

General, ROK Army
Commanding Officer

c. UNC DCOMMANDER/USFK DCDR: **Lt Gen Lance L. Smith**

MEMORANDUM

LETTER

For UNC:

(DCDR's FULL NAME, ALL CAPITALS)
Lieutenant General, USAF
Deputy Commander

(DCDR's Full Name, Upper and Lower Case)
Lieutenant General, U.S. Air Force
Deputy Commander

For USFK:

(DCDR's FULL NAME, ALL CAPITALS)
Lieutenant General, USAF
Deputy Commander

(DCDR's Full Name, Upper and Lower Case)
Lieutenant General, U.S. Air Force
Deputy Commander

d. UNC, CFC, USFK COFS/GCC DCDR/Eighth U.S. Army CG: **LTG Charles C. Campbell**

MEMORANDUM

LETTER

For UNC, CFC, USFK:

(CofS' FULL NAME, ALL CAPITALS)
Lieutenant General, USA
Chief of Staff

(CofS' Full Name, Upper and Lower Case)
Lieutenant General, U.S. Army
Chief of Staff

For GCC:

(DCDR's FULL NAME, ALL CAPITALS)
Lieutenant General, USA
Deputy Commander

(DCDR's Full Name, Upper and Lower Case)
Lieutenant General, U.S. Army
Deputy Commander

For Eighth US Army:

(CG's FULL NAME, ALL CAPITALS)
Lieutenant General, USA
Commanding

(CG's Full Name, Upper and Lower Case)
Lieutenant General, U.S. Army
Commanding Officer

e. CFC DCS /UNC, Senior Member/GCC CofS: **MG Song, Young Keun**

MEMORANDUM

LETTER

For UNC:

(DCofS' FULL NAME, ALL CAPITALS)
Major General, ROKA
Senior Member

(DCofS' Full Name, Upper and Lower Case)
Major General, ROK Army
Senior Member

For CFC:

(DCS' FULL NAME, ALL CAPITALS)
Major General, ROKA
Deputy Chief of Staff

(DCS' Full Name, Upper and Lower Case)
Major General, ROK Army
Deputy Chief of Staff

For GCC:

(DCS' FULL NAME, ALL CAPITALS)
Major General, ROKA
Chief of Staff

(DCS' Full Name, Upper and Lower Case)
Major General, ROK Army
Chief of Staff

- f. UNC, USFK DCS/Member UNCMAC: **Maj Gen James N. Soligan**

MEMORANDUM

LETTER

For UNC/USFK:

(DCS' FULL NAME, ALL CAPITALS)
Major General, USAF
Deputy Chief of Staff

(DCS' Full Name, Upper and Lower Case)
Major General, U.S. Air Force
Deputy Chief of Staff

For UNCMAC:

(Members FULL NAME, ALL CAPITALS)
Major General, USAF
Member, UNCMAC

(Members Full Name, Upper and Lower Case)
Major General, U.S. Air Force
Member, UNCMAC

- g. USFK ADCS: **COL Keith R. Vore**

MEMORANDUM

LETTER

FOR USFK:

(ADCS' FULL NAME, ALL CAPITALS)
Colonel, USA
Assistant Deputy Chief of Staff

(ADCS' Full Name, Upper and Lower Case)
Colonel, U.S. Army
Assistant Deputy Chief of Staff

4-14. PERSONAL CORRESPONDENCE FOR COMMANDER/CofS RELEASE.

- a. When preparing personal letters for the Commander's release, use the following closing salutations:

(1) For the Secretary of Defense, Service Secretaries, and Chairman, Joint Chiefs of Staff and Service Chiefs – "Very Respectfully".

(2) For the Vice Chairman, Joint Chiefs of Staff – "Respectfully".

(3) For Vice Service Chiefs and other 4-star general/flag officers and below "Sincerely."

- b. When preparing "PERSONAL FOR" messages for the COMMANDER's release, no point of contact will be listed. Add a separate numbered ending paragraph with one of the following closures:

(1) For the Chairman, Joint Chiefs of Staff and Service Chiefs – "VERY RESPECTFULLY...LEON."

- (2) For the Vice Chairman, Joint Chiefs of Staff - "RESPECTFULLY..."LEON."
- (3) For Vice Service Chiefs and other 4-star general/flag officers –"LEON."
- (4) For 3-star general/flag officers and below, omit any closing.
- c. When preparing personal letters for the CofS's release, use the following closing salutations:
 - (1) "Very Respectfully," if the recipient is senior in rank.
 - (2) "Sincerely," if the recipient is equal or junior to USFK CofS.
- d. When preparing "PERSONAL FOR" messages for the CofS's release, add a separate numbered ending paragraph with one of the following:
 - (1) "VERY RESPECTFULLY...CHARLES CAMPBELL," if the recipient is senior.
 - (2) When signing as the Chief of Staff – "DUTY FIRST... CHARLES CAMPBELL".
 - (3) When signing as the Commanding General of Eighth United States Army – "PACIFIC VICTORS... CHARLES CAMPBELL".
- e. When preparing messages with release authority of Commander or CofS, use the following signature lines:
 - (1) LEON J. LAPORTE, GEN, Commander
 - (2) CHARLES CAMPBELL, LTG, CofS (USFK)
 - (3) CHARLES CAMPBELL, LTG, CG (Eighth US Army)

4-15. CFC CERTIFICATE OF APPRECIATION. The CFC Certificate of Appreciation is given to those who have contributed significantly to CFC. The Commander, CFC is the approval authority for the certificate. CFC Memo 672-1, Individuals Awards and Decorations, 1 March 1995 governs the CFC Certificate of Appreciation. When requesting award of the certificate, submit a staff summary sheet with a justification and the certificate with Commander's signature block. Certificates will be done in Arial, size 12, bold. The awardee's name will be in Arial, size 16, bold. Sample of the certificate is at Figure 4-13.

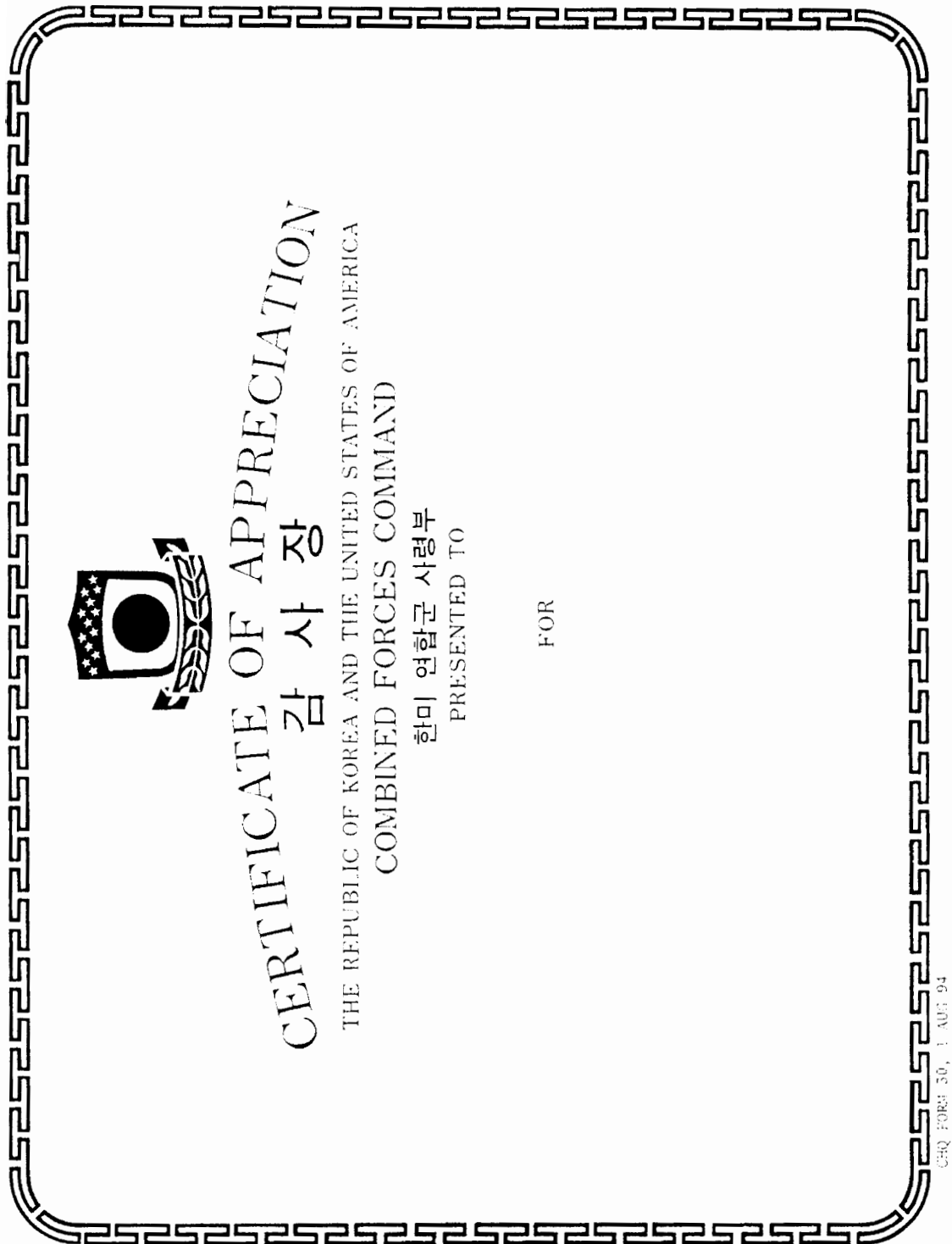


Figure 4-13. CFC Certificate of Appreciation.

4-16. 3/4 STAR NOTES. 3 Star and 4 Star notes are used mainly as congratulatory notes from the COMMANDER; CofS, USFK; or Commanding General (CG), 8th U.S. Army. Use Arial, size 11, bold. Sample and format for the notes are at Figure 4-14.

<div style="border: 1px solid black; display: inline-block; padding: 5px 20px;">3 or 4 Star</div> <p style="margin-top: 10px;">DATE LINE</p> <p>Dear LTC(P) Rollinson:</p> <p style="margin-top: 20px;">Indent each paragraph 4 spaces and begin typing on the 5th space. Do not date the document but leave one line space between flag and date line as well as two or three line space between date line and addressee line.</p> <p style="margin-top: 20px;">Follow the letter format. Use one inch left and right margins. Start the closing and signature block from the center of the page. One line space from last paragraph to closing salutation. Four line spaces to signature block. Two line spaces from last line of signature block to addressee's address.</p> <p style="text-align: center; margin-top: 20px;">Sincerely,</p> <div style="text-align: center; margin-top: 20px;"> Randolph W. House Lieutenant General, U.S. Army Commanding </div> <div style="margin-top: 20px;"> LTC(P) Martin R. Rollinson HHC, 2nd Infantry Division Camp Red Cloud </div>

Figure 4-14. 3 / 4 Star Notes.

4-17. ONE LINERS. The staff will provide one-liners for the COMMANDER whenever he travels. One-liners are executive communications between the staff principal and the COMMANDER. One-liners will consist of a brief, no more than twelve lines per topic, summation of a significant event or action of COMMANDER level interest. One-liners will be reviewed, collated, and formatted into one document by CofS office. During COMMANDER travel, one liners will be provided to CofS office NLT 1400 daily (except for travel days) by any staff section with input or required to provide input. One-liners will be accepted only over email or diskette. Format will be Microsoft Word, Arial, bold font, 14 pitch and all uppercase.

4-18. PROCEDURES FOR ROUTING AWARDS THROUGH THE COMMAND GROUP. The SCJS tracks all awards requiring Command Group approval only after they have been routed through service component approval channels. The routing for awards within the headquarters:

SCJS Awards Clerk	Reviews packet for completeness before forwarding; reviews again prior to submitting to approval authority for signature; coordinates with appropriate agency to prepare final certificates; reviews packet after signature.
SCJS	Reviews packet.
CSM	Makes recommendations on enlisted awards.
ADCS	Makes recommendations on all awards.
DCS USFK, CofS USFK, COMMANDER	Makes recommendations, or at appropriate level, approve award recommendations. Always consult your service component administrative representative (for example, 8 th PERSCOM for Army awards) prior to submitting awards to SCJS for Command Group approval. Consult your respective SACO on time required to process each award. Submit awards in a timely manner. Suggested timeframes for initial submission of completed and correctly prepared recommendations:

AAM (Army personnel)	20 days
AAM (Other service personnel)	120 days
AAM (KATUSA personnel)	35 days
AAM (Foreign personnel)	100 days

JSAM (US personnel)	30 days
ARCOM (Army personnel)	35 days
ARCOM (Other service personnel)	120 days
ARCOM (KATUSA personnel)	35 days
ARCOM (Foreign personnel)	100 days

JSCM (US personnel)	35 days
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MSM (US personnel)	50 days
MSM (Foreign personnel)	100 days

DMSM (US personnel)	50 days
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LOM (US personnel)	60 days
LOM (Foreign personnel)*	120 days

DSM (US Army personnel)*	120 days
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DSSM (US personnel)*	150 days
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DDSM (US personnel)*	150 days
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*Approval authority for these awards is off-peninsula.

4-19. PROCEDURES FOR SUBMITTING OFFICER (ARMY) EFFICIENCY REPORTS, OFFICER (AIR FORCE) PERFORMANCE REPORTS, OR NAVAL/MARINE FITNESS REPORTS. Army OERs to be reviewed by the Command Group are required to be submitted to SCJS, Admin. SCJS requires a signed support form, a copy of the current Officer's Record Brief, one complete OER signed by the rater, two completed OERs with Block 7c blank with the suggested comments for Block 7c on a separate diskette in Word format, and, also on the diskette, the OER. Air Force OPRs require the signed document and a diskette. Naval/Marine Fitness Reports require a smooth draft report (for signing if approved) and a summary report. After review for correctness, reports will be routed directly to the Command Group member rating or senior rating the officer.

4-20. CORRESPONDENCE TO OR THROUGH SCJS. All correspondence (SSS, Read Aheads, Award packages, EXSUMs, etc.), going to or through SCJS will be in the format described herein in hard copy format. Each office originating correspondence is responsible for providing the package with the original paper(s) and four copies. All correspondence will be properly marked as to the classification level. Improperly marked classified material will not be accepted by SCJS.

CHAPTER 5

GENERAL ADMINISTRATIVE INFORMATION

5-1. CONFERENCE ROOMS.

a. Policies and procedures for conference room usage throughout Yongsan are established by the owning agencies. This paragraph outlines some of the capabilities in the HQ conference rooms. This information is not all inclusive. Contact the conference room monitors for information on scheduling procedures, distinguished visitor notification requirements, dual language capabilities, and other pre-meeting arrangements. Unless personnel security requirements forbid usage, all conference rooms on Yongsan will be considered available for official government use. The requesting agency will be responsible for providing conference room security as required for the security classification.

b. The SCJS Operations Section is responsible for scheduling and operating the CFC Conference Room (Bldg 2310, Room 215); Deputy SGS Eighth United States Army is responsible for scheduling and operating the Inchon Conference Room (Bldg 2462, Room 200); and the Executive Conference Room (Bldg 2462, Room 211). During exercises or actual contingencies, the SCJS is responsible for scheduling the COMMANDER's Balcony at the Tactical Air, Naval, and Ground Operations Command Post (TANGO CP).

c. Reservations can be made by visiting the SCJS Operations Section or calling 725-6304/6775 for CR215 or 723-3864/5033 for CR200/211. Reservations are limited to members of the HQ UNC/CFC/USFK and Eighth Army Command Groups and Staff. Priority is given to the Command Group by seniority. Briefings and conferences scheduled by other organizations or agencies are subject to preemption if a conflict arises. The conference room coffee maker is available for use. Agencies using conference rooms are responsible for ensuring their neatness and cleanliness after the completion of each briefing or conference. Agencies scheduling use of conference rooms prior to 0700 or after 1700 must provide a responsible person to sign for the keys to unlock the conference room and secure it after use. When scheduling a conference room through the SCJS, the requesting action officer will provide the information needed to fill out the SCJS Conference Room Reservation Worksheet (Figure 5-1).

d. Audiovisual Equipment Operators. Training Support Activity Korea (TSAK) audiovisual specialists are available for briefings scheduled at least 24 hours in advance. Equipment operators other than TSAK must make arrangements to be trained on the audiovisual equipment prior to operating. It is recommended that any office using the conference rooms have a primary and alternate person trained on the equipment. Point of contact for audiovisual training is the TSAK representative at 723-3153. The TSAK representative is located in conference room 215, building 2310. Offices using slides for briefings must provide their own support to flip slides.

e. Attendance rosters are required for all meetings attended by a member of the Command Group to include first name, last name, rank, and duty title. SACOs will use this information to create a seating chart. If assistance in preparing seating plans for non-Command Group sponsored events is desired, notify the proponent SACO at least two duty days prior to the scheduled briefing. In the event of cancellation of your event, notify the SCJS Operations Section as soon as possible so that the room is available for rescheduling. It is the responsibility of the OPR for the briefing or conference to inform attendees of the cancellation.

SCJS CONFERENCE ROOM RESERVATION WORKSHEET

COORD: OPS _____ DSCJS _____ SACO _____ OPS _____

DATE OF REQUEST: _____

CONFERENCE ROOM: 200 211 215

DATE OF BRIEF: _____

PREP TIME: _____

START TIME: _____

FINISH TIME: _____

SUBJECT: _____

CLASSIFICATION? UNCLASS/SECRET RELROK/ROKUS/NOFORN

ANY FLAG OFFICERS ATTENDING? YES/NO

If so, who is the senior ranking? _____

NUMBER OF PERSONNEL ATTENDING? _____

PROJECTIONIST REQUIRED? YES/NO

DUAL LANGUAGE REQUIRED? YES/NO

ACTION/PROJECT OFFICER _____

Office Symbol _____ Phone # _____

REQUEST RECEIVED/LOGGED BY: _____

FOR SACO USE

Seating Diagram Required? Yes/No

Coffee/Water Required? Yes/No

Special Requirements: _____

Follow-up Action Required? Yes/No

Questions? Contact SCJS Operations Section at 725-6304.

Figure 5-1. SCJS Conference Room Reservation Worksheet.

5-2. DISTRIBUTION/MAIL.

a. The SCJS operates a distribution center for the support of the Command Group. The purpose of the SCJS distribution center is to act as a focal point for all distribution, (i.e., message traffic and correspondence) coming in to and going out of the Command Group.

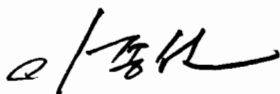
(1) Agencies appoint couriers for their organization. Each courier must have a SECRET clearance to pick up distribution from the SCJS. Agencies are responsible for keeping their lists current.

(2) The SCJS will check all courier identification cards against published rosters to ensure access to the distribution center is controlled.

b. The G6/Information Management, Mail and Distribution Section, located in the rear of building 1416, is to be used for distribution among the staff sections, tenant organizations, subordinate organizations, and official mail (for example, J1 to J6, J1 to 8th PERSCOM, G3 to 17th AVN BDE).

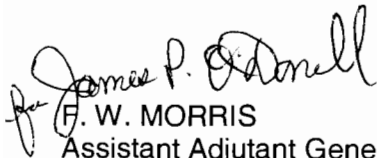
Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, USFK (FKCJ), Unit #15237, APO AP 96205-5237 or e-mail at USFKSCJS@yongsan.korea.army.mil. This publication is available electronically at: <https://www-eusa.korea.army.mil>

FOR THE COMMANDER:



LEE, JONG SEON
LTC, ROKA
Adjutant General, UNC/CFC

OFFICIAL:
CHARLES C. CAMPBELL
Lieutenant General, USA
Chief of Staff



F. W. MORRIS
Assistant Adjutant General

DISTRIBUTION:
Electronic Media Only

APPENDIX A

REFERENCES

Section I. REQUIRED PUBLICATIONS

ACP 117 (United States Special Purpose Routing Indicator Book (U)). Cited in paragraph 4-10b(6).

AR 25-11 (Army Regulation for Record Communications and the Privacy Communications System). Cited in paragraph 4-10b(2).

AR 25-50 (Preparing and Managing Correspondence). Cited in paragraphs 4-1 and 4-12a.

AR 340-21 (The Army Privacy Program). Cited in figure 2-4.

AR 380-5 with EUSA Suppl 1 (Department of the Army Information Security Program). Cited in paragraph 4-10i.

Joint User Handbook for Message Text Formats (JUH-MTF). Cited in paragraph 4-10b(1).

Message Address Directory (contains USMCEB Publication No.6/AFR 33-131/DA Pam 25-11/USN PLAD 1). Cited in paragraph 4-10b(4).

Part 1, Organization and Functions Manual, Joint Manpower Program, HQ UNC/CFC. Cited in paragraph 3-3.

Part 1, Organizations and Functions Manual, Joint Manpower Program, HQ USFK. Cited in paragraph 3-3.

CFC Memo 672-1, Individuals Awards and Decorations, 1 March 1995. Cited in paragraph 4-15.

USFK Reg 105-32 (Authorized Plain Language Address Directory-Korea for Electronically Transmitted Messages for United States Armed Forces in Korea). Cited in paragraphs 4-10b(5) and 4-10f.

1st Signal Brigade DINAH-MITE User's Desktop Guide. Cited in subparagraph 4-10b(3).

Section II. RELATED PUBLICATIONS

AF Dir 37-135 (Air Force Address Directory).

USCOMMANDERPACINST 5216.7C (USCOMMANDERPAC Correspondence Manual).

USCOMMANDERPACINST Glossary of Acronyms, Abbreviations and Short Titles.

GLOSSARY

ACRONYMS/ABBREVIATIONS

ADCS	Assistant Deputy Chief of Staff
AO	Action Officer
CFC	Combined Forces Command
COMMANDER	Commander in Chief
CIOC	Combined Intelligence Operations Conference
CNFK	Commander, Naval Forces Korea
CofS	Chief of Staff
CR215	Conference Room 215, second floor building number 2310
CSC	Combined Staff Call
CSM	Command Sergeant Major
DCDR	Deputy Commander
DCOMMANDER	Deputy Commander in Chief
DCS	Deputy Chief of Staff
DEROS	Date Expected Rotation Over Seas
DOB	Date of Birth
DV	Distinguished Visitor
Eighth Army	Eighth United States Army
EXSUM	Executive Summary
HQ	Headquarters
OPR	Office of Primary Responsibility

JUSMAG-K	Joint United States Military Affairs Group-Korea
OCR	Office of Coordination Responsibility
ROK	Republic of Korea
SACO	Staff Action Control Officer
SATS	Staff Action Tracking System
SCJS	Secretary Combined Joint Staff
SGS	Secretary of the General Staff
SSS(s)	Staff Summary Sheet(s)
SSO	Special Security Office
TSAK	Training Support Activity, Korea
UNC	United Nations Command
U.S.	United States (of America)
USA	United States Army
USAF	United States Air Force
USFK	United States Forces Korea
USN	United States Navy
XO	Executive Officer